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**No. 97**



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## LABOR

### COLLECTIVE FORMS OF LABOR ORGANIZATION

Moscow EKONOMICHESKAYA GAZETA in Russian No 37, Sep 83 pp 11-14

[Article in "Assistance for Propagandists and Students" column]

[Text] At the June (1983) plenum of the CPSU Central Committee, it was noted that it is desirable to include in syllabuses in the system of education in economics some special questions and, perhaps, courses to advance scientific and technical knowledge of workers, specialists and management personnel, and to expand appreciably the study of progressive knowhow. A course entitled "Collective forms of labor organization. Brigade cost accounting" is being introduced as one of these courses in the 1983-1984 school year, and it is recommended for schools of communist labor and schools of concrete economics in industry and other sectors of the national economy. The syllabus of this course is designed for 1 school year. The first class with all forms of studies of economics begins with the topic, "Creative initiative, high awareness, discipline and organization of Soviet people as a guarantee for successful fulfillment of the 1983 plan and the five-year plan as a whole." (A sample curriculum was published in No 34 of EKONOMICHESKAYA GAZETA.) In this class, one has to examine the performance by students and worker groups of planned tasks and socialist obligations for 1983 and the five-year plan as a whole, as well as to discuss the means of improving the effectiveness of work in a group, strengthening discipline and organization in the light of the decree of the CPSU Central Committee, USSR Council of Ministers and the AUCCTU, "On intensification of work to strengthen socialist labor discipline."

The study of the course of economics must be differentiated, depending on the composition of the audience. For example, in schools of communist labor, emphasis must be laid on the study of work knowhow of the best cost-accounting brigades and on its use in the former's groups. In schools of concrete economics, it is desirable to have students concentrate on questions of preparing for organization of new brigades, analysis and generalization of accumulated experience, development of means of improving the efficiency of brigade groups.

Practical studies play a special part in intensifying the practical orientation and effectiveness of learning. There, the students must learn, with the help of a propagandist, to analyze economic performance at the work place

(in a group), make up personal (brigade) plans for increasing labor productivity, personal economic accounts, validate socialist obligations and counter-plans.

**Example of curriculum**

No	Topic	Number of hours		
		propagandist talks	practical exercises	total
	Introductory class			
	Creative initiative, high awareness, discipline & organization of Soviet people as a guarantee of fulfillment of 1983 plan and five-year plan as a whole	2	-	2
1	Brigade--principal form of collective labor	2	-	2
2	Brigade cost accounting as a method of efficient management	2	2	4
3	Planning and evaluation of brigade work	2	4	6
4	Wages and labor incentives in brigades	2	4	6
5	Brigade as a collective educator (including talks about communist morale)	6	-	6
	Study of new Party and government documents, review classes			
	Total			<u>32</u>

The following practical classes are recommended in the course entitled "Collective forms of labor organization. Brigade cost accounting":

**Brigade account of efficiency (for topic 2):**

Work plan for cost accounting brigade. Evaluation of brigade performance according to end results (topic 3); setting labor standards in brigades. Overall wages and their distribution (topic 4).

In schools of concrete economics there are also practical classes: Experience in forming brigades and requirements for their working conditions (topic 1).

For these classes, the councils for economic education, economics services of enterprises must prepare concrete material to assist propagandists, which shed light on the work knowhow of the leading cost accounting brigades, visual aids, sample list of practical exercises for students.

During the study of the last subject, "Brigade as a collective educator," it would be desirable to have talks on questions of communist morale, educational work in a labor collective. As stressed at the June (1983) plenum of the CPSU Central Committee, shaping a new person is not only the most important goal, but mandatory condition for the building of communism. The system of propaganda and education must actively form a new type of economic thinking aimed at initiative and socialist enterprise, increased responsibility, creative search for the routes that lead to the optimum end result in the national economy at the least expense. The study of this course should pursue this goal.

EKONOMICHESKAYA GAZETA will publish regularly educational and methodological material pertaining to the recommended courses, to assist propagandists and students at schools of communist labor and concrete economics, as well as participants at seminars on economics. The study material on the course entitled "Collective forms of labor organization. Brigade cost accounting," which was prepared by the staff of the USSR Goskomtrud [State Committee for Labor and Wages], is published below. Methodological material will be published in this newspaper throughout the school year, to assist individuals studying this course.

#### The Brigade as the Principal Form of Collective Labor

##### An Important Factor in Intensification of Production

Yu. V. Andropov called the cost accounting brigade the primary form of production management, which was found by the masses themselves.

Development of the brigade form of organization and offering incentives for labor is an inseparable part of the set of measures outlined by the Party and government for further refinement of the management system, increase in labor productivity, intensification of economy drive, strengthening discipline and quality of organization.

The decree of the CPSU Central Committee and USSR Council of Ministers, "Further Improvement of Planning and Intensification of Impact of Management on Improving Effectiveness of Production and Quality of Labor," dated 12 July 1979, stipulates that the brigade form of organization and incentives for labor must become the principal form under the 11th Five-Year Plan.

Further dissemination and increase in effectiveness of the brigade form of labor organization and incentives are among the measures for improvement of management spelled out in the "Basic Directions of Economic and Social Development of the USSR in 1981-1985 and up to 1990."

Under the 11th Five-Year Plan, considerable work was done in different sectors of the national economy for development of the brigade form of labor organization and incentives. This is graphically evident from the following table (data as of 1 January 1983):

Sector	Number of brigades	Brigade form (percentage) as related to total number of workers
Industry	1,377,006	59.0
breakdown: machine building	258,946	62.3
light industry	66,226	46.7
food industry	60,962	64.7
coal	41,130	57.7
Construction	7,092	75.1
River transport (for RSFSR)	5,437	55.5
Motor vehicle transport (RSFSR)	47,546	84.8
Railroad transport	11,787	50.2
Maritime transport	3,042	78.5

In the first 2 years of the five-year plan, more than 300,000 new work brigades were formed in industry, consisting of 5 million workers. As a result, the share of workers included in brigades rose from 43% to 59%, and by the end of this five-year plan period it should reach 67-68%. Even now, the majority of workers at many industrial enterprises are members of brigades. For example, 96% of the workers at the Kaluga Turbine Plant are brigade members.

The brigade form is spreading extensively, not only in sectors where its use is prompted by the technology and organization of the industry (mining, metallurgical, chemical, lumber), but in machine building, light and food industries, and many other sectors where individual labor organization had been traditionally used on a broad scale. In 1982, 61% of the workers teamed up into brigades at the Yuzhuralmash [Southern Ural Machine Building] Plant, this applied to 64.5% of the workers at the Kupavinskiy Fine-Cloth Mill imeni I. N. Akimov, 80% of the workers at the Gomel Elektroapparatura Plant and all workers at the Volga Motor Vehicle Plant.

At the June (1983) plenum of the CPSU Central Committee, labor organization of brigades working on a single job was highly praised. It was noted at this plenum that productivity and discipline were usually better in collectives that had changed to this form of work. There, each worker is more aware of the connection between his labor contribution and wages. There is also graphic manifestation of the spirit of friendly mutual aid, as well as the educational effect of highly organized socialist labor.

The change to the brigade form of labor organization has resulted in a labor savings of almost 100,000 people in 2 years.

Some good results are being achieved at enterprises where there is regular work on development of the brigade system, where the technological process, management, preparation of production, organization, setting standards and labor incentives, systematic educational work are used in connection with this form of labor. As an example, we can mention the Zhdanovtyazhmash

[Zhdanov Heavy Machinery], Tselinogradsel'mash [Tselinograd Agricultural Machinery], Tatneft' [Tatar Petroleum] associations, the Cherepovets Metallurgical Plant and "Yunost'" Sewing Association in Dmitrov.

Analysis of the performance of more than 100 brigades, which was made by the USSR Goskomtrud in 1979-1982, revealed that the increase in labor productivity in these brigades constituted 5-6% the year they were formed and 6-8% 1 year after their organization. There was improvement of the relationship between growth of labor productivity and wages. Personnel turnover decreased to two-thirds, and work time losses within shifts decreased to one-half to two-fifths. There was considerably faster increase in worker qualifications.

The economic indicators are even higher for some brigades. For example, in the weaving mill of the Kherson Cotton Combine, a floater brigade was formed, which was headed by communist V. Milekhin, Hero of Socialist Labor. This brigade was able to raise the number of benches serviced to 70, the standard for his sector being 40. The brigade completed last year's planned assignment on 15 June. As compared to 1981, labor productivity increased by 9.4%.

The effectiveness of the brigade form of labor organization and incentives can be graphically seen on the example of the brigade of L. Odinokova ("Zarya" Association in Moscow).

As can be seen in the following table, output of products by this team, which were awarded the State Emblem of Quality, increased from 7.5% in 1980 to 45.3% in 1982, and there was drastic increase in rate of growth of labor productivity.

	1980	1981	1982
Labor productivity per worker (pairs of unfinished work pieces)	5638	6613	6962
Rate of growth of labor productivity (as compared to 1980)	--	17.3	23.4
Share of products with State Emblem of Quality (percentage of total volume of production)	7.5	33	45.3

The USSR law about labor collectives has granted much authority to production brigades. They are becoming an effective form of participation of workers in management of production and inculcating a genuinely economical attitude toward their job.

Excerpt from USSR law concerning labor collectives and augmenting their role in management of enterprises institutions and organizations:

Article 18. Basic authority of the production brigade collective.

The powers of a production brigade collective, which is the primary element of the labor collective of an enterprise or organization, are determined in accordance with the statutes of this law, which are approved following the procedure set by the USSR Council of Ministers.\*

The production brigade collective is:

directly or through the brigade soviet involved in settling problems of manning the brigade, planning and organizing its work, wages and incentives, advancing worker qualifications, educating brigade members, making answerable any infractors of discipline;

to give its approval to management on assignment of a brigade leader, it is entitled to require that management relieve him from brigade leader duties if he has not earned the confidence of the team;

to elect the social body, the brigade soviet.

#### New Style of Preparations for Work

Appropriate economic and technical-organizational preparation of production are of deciding significance to the change to the new form of labor organization and incentives. For example, at the Kaluga Turbine Plant, a set of measures was instituted to upgrade specialization of shops, sections, work places; specifications have been revised and intrapiant planning was altered. The so-called brigade-unit, which characterizes the end result of the group work, has been adopted as the plan-accounting unit at the enterprise.

The appropriate system of management, labor organization and production is designed with introduction of the new form of labor organization. There is determination of the forms of separation and cooperation of labor in the shops (at the enterprise), quantity of brigades involved in the basic and ancillary production, content and volume of work, production areas and equipment assigned to each brigade. A preliminary estimate is also made of the number of workers in the brigade, which is subsequently confirmed under specific working conditions.

A brigade log-book is prepared. It reflects all of the technical and organizational features of the brigade.

Creative collaboration of workers and specialists, under the slogan of "Engineering support of worker initiative," is yielding good results in implementation of all this work. Such collaboration is based on a mutual agreement. In some cases, this is an agreement between an engineer and innovative worker, in others, it is between the brigade and technologists and designers. The purpose of the agreement is to upgrade

\*The statutes about the brigade form of labor organization and incentives are approved by decrees of the USSR Goskomtrud and AUCCTU.

production and labor organization and reduce the labor-consuming nature of production. In the first quarter of 1982 alone, 181 agreements concerning creative collaboration between production brigades and specialists of shops and departments were made at the Uralkhimmash [Ural Chemical Machine Building].

For example, a team of technologists headed by G. Uporov signed a collaboration agreement with the brigade of blacksmiths headed by V. Mikhaylov. In the last 2 years, thanks to implementation of the measures outlined in the agreement, the labor-intensiveness of production was reduced by 2900 norm-hours.

The creative collaboration of engineering and technical personnel with the workers is broadening constantly, and its effectiveness is growing.

#### Formation of Worker Brigades

The model statute pertaining to the work brigade, brigade leader, brigade council and council of brigade leaders, which was approved by decree of the USSR Goskomtrud and AUCCTU Secretariat, describes the basic specifications for forming brigades, labor organization and wages for them. The work brigade is created in accordance with an order (regulation) issued by the chief of the enterprise or chief of the production unit, shop or other structural element. A brigade is formed on the basis of the principle of volunteerism. When new workers are included in a brigade, it is mandatory to consider the opinion of the team.

The organizational forms of brigades, their size and occupational qualifications are determined on the basis of the content and complexity of the work process, labor-intensiveness, requirements for scientific organization of labor and production, equipment used and other factors. Specialized brigades are formed of workers referable to the same profession, as well as combined ones with workers in different occupations.

The combined brigades are the most effective. They create the best conditions for planning and accounting with regard to volume of work performed, rational use of work time, growth of qualifications and training workers in related occupations. On the whole, the share of combined teams in industry rose from 48 to 52% between August 1980 and January 1983.

Brigades are also divided into shift and floater types, which combine workers who are on several different shifts. At the present time, floater brigades are growing since they provide the best end results of work. For example, at the Chekhov Power Machine Building Plant, there were only 4 combined floater brigades in 1979, whereas now there are already 40. The number of single-shift specialized brigades at the Taganrog "Krasnyy kotel'shchik" [Red Boiler Maker] Association dropped from 240 to 206, while the number of combined floater brigades rose from 30 to 72.

At the present time, there are up to five people in almost one-third of the industrial brigades. But, as shown by experience, all of the advantages of collective organization of labor are not realized in such

brigades. For this reason, the question of optimum size of brigades is a very pressing one. It depends on many factors, primarily technology and labor-intensiveness of the job. For example, in an individual machine-building plant, the optimum number is 16-25 people.

At the present time, the system of the Volga Motor Vehicle Plant is being introduced, in the nature of an experiment, to enterprises referable to several sectors of industry. There, as we know, most of the brigades are floating, and perform the entire volume of work. A total of 30 to 100 people work in such brigades.

At several enterprises, the brigade form of labor organization and incentives is extended to sections. In this case, the senior foreman, section chief, is the administrator of the collective. In addition to the basic workers, ancillary workers and specialists are contained in such a collective.

But, as a rule, a brigade is headed by the brigade leader, who is an advanced qualified worker with organizational skills, whose authority is recognized by brigade members. A brigade leader is appointed by order (regulation) of the manager of the enterprise (shop) when nominated by the foreman, with the consent of the brigade.

At many enterprises there is an acute question of distribution of rights, duties and responsibility between the foremen and brigade leaders. However, this question arises when the brigade leader and foreman supervise the same group. And this is wrong. When changing to the brigade system, it is desirable for a foreman to manage the work of at least two-thirds of the brigades.

The first subject in the course is called upon to provide general information to the students about the role of brigades in increasing the effectiveness of production, social development of the collective, basic principles involved in forming brigades and conditions under which they function.

### Brigade Cost Accounting as a Method of Efficient Management

#### Typical Features of Brigade Cost Accounting

Brigade cost accounting has the purpose of intensifying independent management, concern and responsibility of brigade members and specialists for providing high end results of labor.

For each cost-accounting brigade, planned indicators are set for volume of production according to products list, wage fund, as well as the task of lowering labor-intensiveness of production (growth of labor productivity), quality of products (grade, output of usable products) and outlay of raw materials, supplies, fuel, energy and other material resources.

The planned indicators are calculated on the basis of the approved norms and plan established for a shop for output of products, growth of labor productivity, as well as with consideration of equipment assigned to the brigade.

The intersectoral and sectorial norms, approved by established procedure, as well as the norms worked out for the enterprise are used in the calculations.

The brigade is informed about the norms for outlay of raw materials, materiel, semimanufactures that make up an item, tools, technological outfitting per unit of production. The norms are set only for the types of resources, the outlay of which depends directly on a given brigade, supported by reliable records, and it has a substantial influence on cost of production.

In assessing brigade cost accounting, expenses to produce items (perform work) are compared to the planned assignments and standards. With such a rating method, one can determine the savings or overexpenditure for items that were used to set the cost accounting assignments.

Further development of brigade cost accounting is closely linked with refinement of the system of standards for labor, material and energy outlay, planning and accounting. For example, at the Severskiy Pipe Plant imeni Merkulov, the following are taken into account in the brigades: outlay of basic materials, fuel, electricity, use of expendable equipment, quality of production. The data are reflected in shift reports or logs of metal processing. The brigade leader receives such information regularly, from the beginning of the month, and he can promptly take the necessary steps to eliminate existing flaws.

There are counters to record the outlay of fuel and electricity. Back-up scale rulers are used in the pipe rolling shop to measure pipe length in the torch-cutting section, and there has been improved organization of records of rejects, as well as of infractions of technology.

#### Brigade Contract

A collective contract is further development of brigade cost accounting. In essence it consists of the fact that, by agreement, the team is assigned a specific volume of finished work (output of ready products, construction of a specific project). As a rule, long-term norms are set, and the total wages are determined on their basis. Thus, there are guaranteed wages for the team for performance of a planned volume of work within a specified time, regardless of how many people were involved in doing it.

Under such conditions, the team is directly involved in forming the planned assignments, placement of personnel, elaboration of measures for efficient use of existing equipment and work time, economic expenditure of raw materials and materiel. The general concern for quality of setting labor standards and use of effective forms of incentives is thus increased.

The highest stage of a brigade contract is a combined, flow-line brigade contract. It is based on the flow-line method of construction and involves planned and constant load on cost accounting brigades on different levels of the construction conveyer "plant-completion-transport-construction site," in accordance with coordinated schedules.

The brigade contract method was first used in construction. The members of the brigade headed by N. Zlobin, Hero of Socialist Labor, was its

initiator. This advanced team reduced to one-half the construction time in the first 2 years of working by the new system, labor productivity increased by 40%, there was improvement of quality and reduction of cost of construction and installation work. The material and moral incentives for brigade members were directly related to completion time, quality and actual cost of construction.

At the present time, over 35% of all brigades in the construction industry are working by the method of brigade contracts. They perform 30% of all construction and installation work. Labor productivity is increasing on the average by 6% per year in such brigades.

Ye. Pedyunin, driver at the No 29 Automobile Combine of Glavmosavtotrans [Main Administration of Automobile Transportation of the Mosgorispolkom], instigated the brigade contract method at this combine. In accordance with the contract made between the Automobile Combine and Reinforced Concrete Products Plant No 4, the brigade of Ye. Pedyunin has assumed the collective obligation of hauling products from the plant and delivering it to construction sites strictly in accordance with the products list, time tables and within the specified period.

The change to the brigade contract method enabled this brigade to increase by almost 50% labor productivity in the first 8 years of operating on the new system, with 30% growth of average wages.

Under the years of the 10th Five-Year Plan, the volume of freight transported by the brigade of Ye. Pedyunin increased by 11.5%, while the coefficient of vehicle fleet use reached 0.925. Personnel turnover has been virtually eliminated in this brigade, and there has been a significant decrease in instances of infraction of labor discipline.

It is important to make a comprehensive analysis in class of the knowhow of brigade teams, to study the possibility of adopting it in one's own team and make concrete suggestions.

### Planning and Evaluation of Brigade Work

#### System of Planned Indicators

The brigades make 5-year, annual, quarterly and monthly plans (targets). The 5-year plans contain indicators of growth of product output. The annual plans usually contain targets in accordance with the product list, for reducing labor expenditure and improving work quality.

The question of procedure for preparing monthly plans merits attention. The content of these plans depends on the type of item produced, scale of production and other factors.

We can single out two basic conditions for monthly planning. First, the brigades must prepare the plan for volume of production (in rubles or norm-hours). This plan is established according to planning-accounting units

that determine the end result of their collective labor. At a number of plants, such a unit could be the end product or a part of it (assembly, unit, part, ton of metal, coal, oil, etc.). At most machine-building enterprises, a specific set of parts-operations for a given item (so-called brigade set) is taken as the planning-accounting unit. The brigades establish the planned units with due consideration of specialization of shops, sections and brigades.

The second prerequisite of monthly planning is planning referable to the products list.

As a rule, the target for the shift or shift-day, set by the foreman is the planning document for a brigade's shift (day).

Distribution of work assignments within brigades, with due consideration of the personnel in them, qualifications and skill, is made by the brigade leader, who should strive for a uniform work load for everyone and smooth work by the entire brigade during the shift (day).

#### **Record and Rating of Results**

The economic services of the shop check performance of shift (day) assignments on the basis of primary documents (shift reports, job authorizations, invoices, cumulative reports, routing tickets, etc.). Special attention must be given to prompt receipt of reports. The operability of control and institution of necessary measures depends on this.

A record of the results of work by cost-accounting brigades is kept on the basis of the labor and material resource expenditure planned by the brigade. The amount of the bonus depends on meeting these indicators.

The results of implementation of production plans by brigades, as well as performance of brigade members, should be reported to the entire team and posted in the district (shop). It is desirable to discuss the performance at meetings of brigade members, the brigade council and council of brigade leaders.

#### **Brigade Accounting of Efficiency**

Labor organization in brigades makes it possible to have effective competitions within the team for economic use of all types of resources on the basis of personal efficiency accounts.

For example, at the machine building enterprises of Sverdlovsk Oblast, there are combined personal accounts in the brigades for increasing the efficiency of production and improving work quality. Their content is determined by three elements: saving of material resources, saving of manpower, savings due to improved quality of production. The quantity and cost of basic and ancillary materials, supplies and tools, fuel and energy are recorded monthly. There is monitoring of reduction of labor-intensiveness in norm-hours, with determination of the corresponding savings in

wages. The personal account reflects all measures to improve the use of material resources.

Much knowhow has been accumulated in brigade work based on personal accounts of efficiency at the Kupavinskiy Thin-Cloth Mill imeni I. N. Akimov. The brigade of V. Gladkovskaya is considered one of the best teams at this enterprise.

Planned targets referable to thread output in kilograms, output of first-grade products, use of raw material in accordance with the approved norm are forwarded to the brigade each month. On the basis of the primary accounting, determination is made of the efficiency of work expressed as cost (in rubles). The total savings (or overexpenditure) are determined for each indicator.

In 1982, a savings of 6550 rubles was credited to brigade efficiency, including 3499 rubles for overfulfillment of thread-producing plan, 1097 rubles for output of first-grade thread and 1954 rubles for saving 147 kg of thread.

#### Remuneration and Incentives for Brigade Work

The requirements as to level of labor standards increase with the change to the brigade form of labor organization and incentives. The number and occupational qualifications of workers are determined on the basis of technically validated norms; the performance of the brigade is rated, as well as the contribution of each of its members to achieving the end results.

Combined norms are computed, which are established for planned-accounting units of production (work) in order to plan the work of brigades and adding to their wages on the basis of the end results. The combined norm could equal the sum of technically validated norms for different operations or be lower.

Combined norms are more progressive, they lower the labor-intensiveness of production and reduce to one-third to one-fifth the accounting paperwork. They are much closer to the brigade's planned target and can be used to plan technical and economic indicators for production sections and shops. Standardized assignments are established for time-rate workers engaged in brigades.

Brigade type labor organization offers great latitude to workers to express their initiative, search for production reserves, participate in a revision of output norms at the initiative of workers. Workers submit suggestions to revise and introduce technically validated norms with consideration of the opinion of the brigade members (council).

A specific procedure has been established to provide incentives for revisions of norms. For example, at least 50% of the savings of wages, gained as a result of revision and introduction of technically validated norms at the initiative of the brigade, are given as a reward to the brigade.

This reward can be included in the general earnings of the brigade and distributed among its members in accordance with the existing procedure for additional wages for the basic achievements of the entire team. It can also be distributed in a differentiated manner, with consideration of the contribution of each worker in speedy achievement of new norms by all members of the brigade and increase, on this basis, in labor productivity.

#### Labor Incentives in Brigades

Payment for collective labor of workers is made in accordance with the existing forms of wages. For example, piece-work remuneration of labor is used chiefly in combination with bonuses for fulfillment and overfulfillment of production plan indicators or targets set by the brigade (as a rule, in-kind indicators--pieces, tons, etc.) with consideration of progressiveness of the labor norms used. They are usually determined on the basis of a combined norm and rating.

In the case of time remuneration, bonuses are given for prompt performance of norm assignments and good performance quality. The concrete indicators, conditions and size of the bonuses are determined by the enterprise managers as a general procedure, in coordination with the trade-union committee and with consideration of specific production tasks.

In organizing labor incentives in brigades, enterprises make broad use of the right they have to spend part of the wage fund savings on raises for high professional skill to qualified workers involved in particularly important operations.

These raises can be set up starting after the first year of work, in stages, in amounts of 4, 8 and 12% of the established category of wages. In a brigade, the size of the raises is usually based on extent of assimilation of related operations. For example, at the VAZ [Venyukovskiy Fittings Plant or Volkhov Aluminum Plant], a worker involved in basic production could expect a raise (4%) at the first stage if he has learned and performs 40% of all operations assigned to the brigade, at the second stage (8%) if this applies to 70% of the operations, and a maximum raise of 12% if he has mastered all operations and can, if necessary, replace any member of the brigade.

At the expense of the same wage savings, enterprise management can, in coordination with the trade-union committee, set up additional wages equaling up to half the wage rate for combined occupations and performance of the established volume of work in smaller (than standard) brigades.

Members of cost accounting brigades are given bonuses primarily for their achievements referable to 2-3 indicators as a rule. These indicators may be as follows, depending on the production requirements: performance of established volume of work within the planned (scheduled) time and covering the specified product list (set); high quality of production (work); reduction of labor and material expenditures and estimated cost (prime cost) of performed jobs, etc.

The bonuses for saving raw material, stock, tools and other material assets come from the savings gained by a brigade, as compared to the expense norms. This bonus can be presented with consideration of the individual contribution of each worker to the collective results of labor, with the consent of brigade members.

According to the existing statutes about giving bonuses to cost accounting brigades at enterprises, criteria are established for material responsibility for worsening of cost accounting indicators, as compared to the preceding period, established norms and standards.

#### Distribution of Collective Earnings

The distribution of collective earnings and determination of personal contribution of workers to the overall results are among the most important problems of the brigade system of labor organization. Not only the effectiveness of team work, but not infrequently the existence of a brigade depend on how the adopted procedure materially interests each member of the brigade, how fairly and correctly one approaches determination of the personal contribution of each worker.

As we have already stated, the overall end results of team performance are the basis for payment for work in the brigade. Determination is made in advance of the elements of wages that can be included in the overall earnings and which elements must be added personally to each worker.

In accordance with the model statute concerning a labor brigade, brigade leader, brigade council and council of brigade leaders, the distribution of the collective earnings among team members is made in accordance with the wage category and actual work time credited to the workers. Coefficients of labor participation (CLP) can be used for fuller records of individual contribution of each worker to the result of the collective labor of the brigade, by decision of the general meeting of the brigade.

The CLP is an overall quantitative assessment of the actual contribution of each brigade worker to the results of its collective work, depending on individual productivity and quality of work. In setting the CLP, it is recommended that one take into consideration actual combining of occupations and expansion of service zones, performance of more difficult jobs and the jobs of an absentee, assistance to other brigade members, adherence to labor and production discipline, as well as other factors. The procedure for determining and using the CLP is established by the brigade, in accordance with the statute in effect at the enterprise, which has been approved by the administrator of the enterprise and coordinated with the trade union.

For example, in the factory of the Zarya Association in Moscow, the following CLP factors are used:

**Factors that raise the CLP:**

Combining operations from 0.1 to 0.3

Achievement of higher labor productivity, as compared to other brigade members from 0.1 to 0.4

Achievement of higher indicators of work quality than other brigade members from 0.1 to 0.3

**Factors that lower the CLP:**

Failure to fulfill norms for output, target according to product quality from 0.1 to 0.3

Infraction of technological conditions, flaws in work

Failure to carry out orders of brigade leader, foreman, infraction of labor safety rules

Absenteeism, coming to work inebriated

Leaving work without permission, being late or leaving work too early for lunch

Other infractions that influence fulfillment of plan for volume and quality of production from 0.1 to 0.15

At the present time, the CLP is used in 30.6% of the brigades in the entire country. At some enterprises, the figure is higher. For example, at Uralmash, 5000 out of the 7000 workers who are brigade members distributed the overall brigade earnings according to the CLP under the 10th Five-Year Plan.

The following can be distributed with consideration of the CLP: extra earnings on a piece rate, all types of collective bonuses, savings in wage fund as a result of relieving personnel that have not been used for raises for holding two jobs [combining occupations], expansion of service zones and increased work volume, one-time reward for revision of norms at the initiative of the brigade and other types of collective remuneration.

When the collective prize and extra earnings on a piece rate are distributed with use of the CLP, the CLP may range from 0 to 2.0.

The brigade makes a decision as to the size of the CLP monthly and enters it on the records.

The brigade headed by Nina Maksimovna Verina at the Dmitrov "Yunost'" Sewing Association approaches determination of the CLP with great care. In this brigade, 1 is taken as the

base CLP. For example, in January, the following CLP were established for the members of her brigade.

Thus, for fulfilling the planned target for her assigned operation, T. Petrova was given a coefficient of 1.3. For performance of related operations, the CLP was raised 0.3 per operation. However, there had been comments during the month about the quality of the products of T. Petrova. For this reason, the brigade council decided to lower the CLP for performance of job assignment by 0.2. Thus, the actual CLP for this worker was  $1.3 + 0.3 - 0.2 = 1.4$ .

T. Gvozdareva had a CLP set at 0.4 for performance of the planned assignment of a fixed operation. For her rapid work, the CLP was increased by 0.1. As a result, her CLP was 1.5. The CLP for other brigade members were established analogously.

The procedure for distributing earnings using the CLP inspires people to work conscientiously, so that they would not be embarrassed in front of their fellow workers.

This is what V. Povetkin, brigade leader at the Moldavkabel' Plant in Bendery, has to say about this:

"The brigade method does not signify depersonalization of labor, "socialization" of wages. The contribution of each individual to the common cause is known, there is mutual checking. It happened that one of the members of a brigade worked at a slow pace for several days. A remark was made to him, but it did not help much. A lower CLP had to be given to him at the end of the month. Frankly speaking, this was more a symbolic "punishment." What does it mean to lower the CLP by 0.05? It is a difference of 6-8 rubles in his wages. Before, when working on an individual basis, he might not have noticed it. But this time, it had an effect: he was offended, perplexed.... There was a frank talk and the "victim" had to confess that it was true, he had not been working very conscientiously. We have had no such misunderstandings since that time."

#### The Brigade as a Collective Educator

##### Councils of Brigade Leaders

By decision of the general meeting of brigade members, brigade councils can be established, and its members are elected by open votes, usually for a year, among the most authoritative and qualified brigade workers. The brigade council is headed by the brigade leader. It includes a profgruporg [professional group organizer?]. The foreman participates in the work of the council.

The brigade council works on a democratic basis under the guidance of management and the trade-union committee, aiming at improvement of effectiveness of production and quality of labor, refinement of labor organization and

working conditions, creation of a favorable psychological climate in the group, improved selection and placement of workers, strengthening labor discipline and reducing personnel turnover. The council is responsible to the brigade members for performing the duties given to it. For example, in the Atomnash Association, there are 376 brigade councils and they are manned by 1439 of the outstanding workers.

Councils of brigade leaders have been created at many enterprises. They are an effective training ground for workers to manage production. The councils of brigade leaders are elected by a general meeting of brigade leaders (and at large enterprises by a meeting of chairmen of shop brigade councils), and they are an advisory body for the relevant manager of the enterprise (department). They work in accordance with approved annual and quarterly plans, they have the right (which they use extensively) to invite shop supervisors, chiefs of enterprise departments to their meetings to give reports. The decisions made by the council of brigade leaders are approved by the pertinent administrator, after which they acquire the strength of an order (regulation) that is mandatory.

A council of brigade leaders (29 people) and its presidium under the general director have been created at the Atomnash Association. At council meetings, there is discussion of matters of amount of equipment, particularly unique items, planning of work by sections and brigades, labor organization and wages. Much attention is given by members of the council to training and education of young workers (the brigade leaders expressed their desire to have GPTU [State Vocational and Technical Schools] students undergoing practical training at the Association assigned to their brigades).

The basic laws and duties of councils of brigades and councils of brigade leaders were reflected in the model statute about work brigades, brigade leaders, brigade councils and councils of brigade leaders.

It was stressed at the June (1983) plenum of the CPSU Central Committee that shaping the new man is not only a most important goal, but a mandatory condition for the building of communism. As noted by Yu. V. Andropov, to obtain the right to be a boss and to become a boss, a real, wise and zealous one, are far from being the same thing. Only someone who cares not only about his own labor achievements, welfare and authority, but about the affairs of his fellow workers, the work team, the entire country is socialistically educated.

Brigade cost accounting is often called the school for training in economics. At such leading enterprises as ZIL [Moscow Automobile Plant imeni Likhachev], Second Moscow Watch Plant, the center of gravity of all organizational and educational work is being transferred to the brigades. Schools of communist labor are being created on the basis of the brigades.

Brigades play a large part in educating young people. Work veterans, mentors, are called upon to have their say in this matter.

Thus, there are 50 experienced workers who look after young people at the Krasnogorsk Plant of Cement Machine Building. A council of mentors was created. The labor veterans teach young men and women the most advanced procedures and methods of working, they see to it that the young worker acquires profound knowledge in his special field and that he takes his skills test at the proper time.

As a rule, the candidates for mentors at this plant are nominated by the teams of shops and sections, in coordination with Party, trade-union and Komsomol organizations, and they are approved by order.

The decree of the CPSU Central Committee, USSR Council of Ministers and AUCCTU, "Intensification of work to reinforce socialist labor discipline," stresses that, under present conditions, it is particularly important to develop collective forms of labor, which provide beneficial conditions for expression of creative energy and work activity. The following data for 1982 (percentages, per 100 workers) are a graphic illustration of the role of brigades in strengthening labor discipline at the Saratov GPZ-3 [State Bearing Plant No 3]:

Number of workers relieved by their own wish and for infraction of labor discipline:

total for the plant	8.2
among brigade workers	0.9

As we see the brigade indicators are much better than for the plant as a whole.

At working meetings (councils) of brigades, it has become a rule to review the status of work discipline and measures to strengthen it. The opinion of the team is a reliable basis in the struggle to strengthen labor discipline in the brigade. Further improvement of discipline is one of the most important directions of organization of socialist competitions in brigades.

#### Brigade Competitions

Competition between brigade teams on the shop, enterprise (industrial association) and sector levels is the principal form of socialist competition with the brigade form of labor organization. It is based on fulfillment of counter-plans of brigades or socialist obligations aimed primarily at increasing labor productivity, improving the quality of produced items and saving resources.

Brigade members participate in competitions for the titles of "Best worker in the same occupation," "Best young worker in same occupation," "Worker of outstanding quality" in the shop (enterprise, sector).

An individual competition is also organized within a brigade. It is governed by common tasks that the team performs and is aimed at developing creative initiative and improving the efficiency of each worker.

The socialist obligations of the brigade and its individual members include not only economic indicators, but those that characterize the social activities of workers: advancement of political, general educational, professional qualification levels, development of rationalization and inventiveness, participation in public life.

There has been broad development of socialist competition between brigades along the technological chain, which is based on an agreement. Such competition makes it possible to reduce drastically technological flaws and to improve product quality.

The brigades of N. Bogatova and N. Selivanova, in shop № 24 of the Saratov GPZ-3 initiated the floater principle of competition there. Competing with one another, the teams achieved a high quality of roller and needle processing. Previously, rejects constituted 0.6-0.8%. But the workers decided that there would be none if there would be a competition for high-grade production over the entire technological chain, starting with the initial process to the last operations. It consisted in essence of the fact that each member of the team and the brigade as a whole had to receive from the preceding operation a part or unfinished work piece of high quality. The teams of the set-up department were among the first to be invited to compete by the brigades.

This form of competition enabled the brigades to increase annual output by 4.5% in 1982, as well as to increase labor productivity by 5.2%. This practice is being disseminated extensively in our teams.

There has been broad deployment of socialist competitions for fulfilling planned assignments and duties for the current year between timber cutting brigades, crews of timber hauling vehicles and wood-finishing brigades of the Cheremkhovo "Bel'skles" Lumber Association. It was decided to fulfill this year's assignment by 25 December, and to deliver 5000 extra cubic meters of wood pulp over and above the plan. The collective also intends to work during December on the fuel, lubricants and other materials that they saved. The assumed obligations are being met with success.

At the present time, there is a competition in progress in worker groups for fulfillment and overfulfillment of socialist obligations for 1983; a search is being made for reserves to include them in counter-plans for the next year of the Five-Year Plan.

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## LABOR

### EXPERIENCE WITH BRIGADE FORM OF LABOR ORGANIZATION DETAILED

#### Economic Advantages of Brigades

Moscow PLANOVYE KHOZYAYSTVO in Russian No 7, Jul 83 pp 99-106

Article by I. Shapiro, doctor of economic sciences, professor, "Development of the Brigade Form of Organization and Stimulation of Labor"

Text The further popularization and increase in the efficiency of the brigade form of organization and remuneration of labor, which should become the basic form at industrial enterprises during the years of the 11th Five-Year Plan, is of great importance for a successful implementation of the party policy of acceleration of the rates of growth of national labor productivity. The brigade form is widely popularized not only in sectors where its application is dictated by the technology and organization of production (mining, metallurgical, chemical and timber industries and so forth), but also in machine building, light and food industry and many other sectors, where previously individual organization of labor processes by tradition was applied extensively. A total of 61 percent of the workers of the Yuzhuralmash Plant, 85 percent of the workers of the Kaluga Turbine Plant, 80 percent of the Gomel' Elektroapparatura Plant, all the workers of the Volzhsk Motor Vehicle Plant and so forth have been unified into brigades.

A total of 300,000 brigades were organized in industry in 1981-1982. At present 60 percent of the total number of workers at industrial enterprises work in brigades and by the end of the five-year plan this indicator is to be increased to 67 or 68 percent.

The advantages of collective labor organization were noted in the works of the classics of Marxism-Leninism. K. Marx wrote that "besides the new force that arises out of the merging of many forces into one common force, in most productive operations the very social contact produces a competition and a distinctive stimulation of vital energy (animal spirits) increasing the individual productivity of individual people..."<sup>1</sup>

During the years of the first five-year plans, the Great Patriotic War and the postwar reconstruction and development of the national economy workers were united into brigades and utilized the advantages of this form of labor

<sup>1</sup> I. K. Marx and F. Engels, "Soch." Works, Vol 23, p 337.

organization for an acceleration of the growth of the production volume and labor productivity, a rational consumption of materials, a full loading of equipment and an improvement in the quality of output. However, at the enterprises of most industrial sectors during those periods brigades were kinds of "islets" in the general system of production management oriented primarily toward individual organization of labor processes.

Under the conditions of modern highly developed socialist production important, new advantages of the brigade form of labor organization and remuneration manifested not only within brigades, but also at all the levels of management of industrial enterprises, have been defined clearly. Under these conditions workers' collective participation in management and planning and the utilization of their initiative and enterprise acquire fundamental importance.

As industrial production develops and the interconnections of its individual links become complicated, the urgency of development of a system ensuring their harmonious operation in accordance with the established plan increases. The smooth operation of the enterprise as a whole and strict observance of planning discipline largely depend on the creation of such conditions in primary production links (brigades). Brigade collectives and councils, which within the general output plan with the final dates of production acquire independence in the progress planning of their work, seek ways for the most rational utilization of the resources at their disposal and ensure a stable fulfillment of planned assignments. For example, a procedure, in which volume assignments are not subject to correction in connection with a reduction in the number of workers in a brigade or an increase in absenteeism, has been introduced on the initiative of brigades at the Kirovograd Agricultural Machinery Plant and a number of other enterprises. Such a procedure contributes to a smooth operation of all production links. In the present demographic situation, when enterprises are often deprived of the possibility of making up for the shortage of manpower at specific sections, such an initiative is an important factor in a stable fulfillment of plans.

Scientific and technical progress generates a need for an increase in the mobility of production and in its ability to change over in a short time and with the lowest expenditures to the output of new products possessing higher operating properties or other consumer qualities. In overall brigades, where workers possess several occupations and high occupational skills, the production of new products is mastered much more rapidly. Technical and organizational improvement in industrial production leads to an increase in the proportion of operations that can be performed only by brigades. Thus, with the organization of mechanized flow lines interrelationships and mutual dependence among workers are strengthened, which generates a need for the establishment of brigades. Under the conditions of an overall automation of production processes based on the utilization of automatic lines the possibility of individual work is ruled out completely.

The development of the brigade form of organization and stimulation of labor is also connected with the operation of social factors. The brigade is not only the primary link of production, but also the primary production collective, in which features characteristic of the citizen of socialist society are cultivated and manifested most fully, that is, collectivism, comradely mutual assistance, creative activity and a communist attitude toward labor.

Social problems of modern industrial production connected with the fact that labor organization should correspond to the higher cultural and educational level of workers and to their desire not only to perform certain operations, but also to participate in the organization of the production process and collective labor, acquire ever greater importance. This is manifested especially acutely when production specialization and the intensification of the division of labor connected with it are not accompanied by an overall automation of production processes, which is to eliminate uninteresting and monotonous manual labor. The brigade form of labor organization contributes to an improvement in workers' skills and to a saturation of their labor with a creative content.

Basic Directions for the Economic and Social Development of the USSR for 1981-1982 and for the Period Until 1990, among measures to improve administration and to raise the level of management, envisage the further popularization and increase in the efficiency of the brigade form of organization and remuneration of labor. Fulfilling the decisions of the 26th CPSU Congress and realizing the measures outlined by the decree of the CPSU Central Committee and the USSR Council of Ministers on improvement in the economic mechanism, the USSR State Planning Committee and the USSR State Committee for Labor and Social Problems have established 5-year and annual assignments for USSR ministries and departments and the Union republics for the development and increase in the efficiency of the brigade form of organization and remuneration of labor. Statistical reporting has been introduced and a methodological, organizational and legal base for a successful solution of this problem has been created. The Scientific Research Institute of Labor of the USSR State Committee for Labor and Social Problems jointly with sectorial scientific research institutes and centers for scientific labor organization studies and analyzes the results of work on the popularization and increase in the efficiency of the brigade form of organization and remuneration of labor in national economic sectors.

At present it is possible to review the results of work on the popularization and increase in the efficiency of the brigade form during the first 2 years of this five-year plan. Throughout industry, according to statistical reporting data, the effect from the development of the brigade form of organization and remuneration of labor during this period slightly exceeds the established assignments. However, the total effect was obtained, the assignment for the popularization of brigades being exceeded and the assignment for efficiency per worker transferred to this form of organization and remuneration of labor being underfulfilled. In fact, the increase in labor productivity comprised 1.7 percent in 1981 and 1.8 percent in 1982 instead of the annual 2.8 percent envisaged by the plan estimate.

An analysis of the data on the popularization and efficiency of the brigade form shows that they are interconnected. One aspect of this interconnection lies in the fact that, as the brigade form of organization and remuneration of labor is popularized and transformed into the basic form at the enterprise, the system of management, planning and servicing of production is reorganized accordingly, as a result of which better conditions for effective work of brigades are created. The other aspect lies in the fact that the more rapid growth of labor productivity and wages in brigades, as compared with other production sections, the favorable psychological climate and the social development of labor collectives clearly convince workers of the advantages of this

form of labor organization and thereby contribute to its further popularization. At the enterprises where from the very beginning the advantages of brigades have been manifested fully their popularization is noticeable and quick.

At the present stage an increase in the efficiency of work of every brigade is the most urgent task. The results of analysis of the work of more than 1,000 brigades conducted by the Scientific Research Institute of Labor of the USSR State Committee for Labor and Social Problems jointly with sectorial scientific research institutes and centers for scientific labor organization during the 1979-1982 period point to the reality of its successful accomplishment. They show that, on the average, the increase in labor productivity in brigades comprised 5 to 6 percent during the year of establishment, 6 to 8 percent during the first year after organization and 8 to 9 percent during the second year. For comparison we will note that at the production sections where these brigades were formed during the year preceding their organization, on the average, the increase in labor productivity comprised 2 to 3 percent. The correlation between the growth of labor productivity and wages improved. Whereas before the transition to the brigade form 1 percent of the increase in labor productivity accounted for 0.72 percent of the increase in wages, after it this indicator comprised 0.65 percent. At the same time, under the new conditions, as a result of the significant acceleration of the rates of labor productivity growth, workers' wages also rose.

With brigade organization labor collectives stabilized, production and labor discipline was strengthened and the utilization of the work time improved. Labor turnover was lowered to two-thirds, the number of unauthorized absences from work per person, to one-fourth and intrashift work time losses, to one-half or two-fifths. Improvement in skills was accelerated significantly and the average category of workers rose from 3.1 to 3.5. All this convincingly points to the economic and social advantages of the brigade form of organization and remuneration of labor.

The results of investigations show that an economic and organizational-technical preparation for a transition to the new form of organization and stimulation of labor, which is to create conditions for highly productive labor for brigades, is of decisive importance for an increase in production efficiency. According to methodological documents,<sup>1</sup> the brigade form implies a form of organization and remuneration of labor, in which brigades represent primary cells in the system of production management and basic quantitative and qualitative work indicators are planned, norms of labor and material expenditures on the production of products or performance of a certain volume of work are established and material and moral interest in the results of collective labor is ensured for them. Hence the requirements for the organization of the brigades themselves as cells in the system of management and for the system of management in which they should function.

1. "Metodicheskiye osnovy brigadnoy formy organizatsii i stimulirovaniya truda v promyshlennosti" [Methodological Principles of the Brigade Form of Organization and Stimulation of Labor in Industry], Moscow, Scientific Research Institute of Labor, 1981.

In order that brigades may, in fact, become primary cells in the system of production management, the correct selection of their type and occupational-skill and numerical composition is of great importance. From the point of view of occupational composition brigades are divided into two types, that is, specialized brigades formed of workers of the same occupation and overall brigades consisting of workers of different occupations. In cases when the content of work in a given subdivision makes it possible to organize either overall or specialized brigades, priority should be given to the former. Better conditions for assigning the completed part of the general production process to the collective of brigades, planning and recording the volume of performed operations, rationally utilizing the work time and equipment, improving the skills and training workers of related occupations and shortening the production cycle are created in them. Throughout industry from August 1980 through December 1981 the proportion of overall brigades rose from 48 to 52 percent.

At machine building enterprises during the same period the total number of brigades increased by 41.6 percent. At the same time, qualitative structural changes took place. Despite the fact that the absolute number of specialized brigades increased by 26.9 percent from 1979 through 1981, their proportion was reduced by 7.5 percent and the share of overall brigades rose from 28.3 to 35.8 percent.

Furthermore, brigades are divided into shift brigades, when all their members work in one shift, and integral process brigades, when workers of all shifts are included in them. A tendency toward a more extensive development of integral process brigades is now observed. In them, as compared with shift brigades, the work time is utilized more fully, consolidated batches of products are manufactured and better conditions for the preservation of equipment and an efficient application of cost accounting are created. For example, at the Voroshilovgradskaya-1 mine the number of overall brigades reaches 75.7 percent of the total number, all of them being integral process brigades. At the Chekhov Power Machine Building Plant in 1979 there were only four overall integral process brigades, but in 1981 their number increased to 40.

An analysis of the data on the number of brigades at the Krasnyy Kotel'shchik Production Association also points to qualitative changes in labor organization: There is a transition from shift to integral process brigades and from specialized to overall brigades. For example, the number of specialized shift brigades was reduced from 240 in 1979 to 206 in 1981 and of overall integral process brigades rose from 30 to 72.

Optimization of the number of workers on the staff of brigades is an important aspect in the work on an increase in the efficiency of their operation. Data on the number of workers in brigades in the group of surveyed machine building enterprises of various types of industries are presented in the table [see following page].

Throughout industry one-third of all the brigades have five people or less. At individual enterprises the share of such brigades is more significant, that is, at the Novosibirsk Tool Plant, about 50 percent, at the enterprises of the Ministry of Chemical and Petroleum Machine Building, 42.3 percent and at the enterprises of the Ministry of Machine Building for Light and Food Industry and Household Appliances, 37.8 percent.

Type of Production	Number of Workers in a Brigade		
	Lowest	Average	Highest
Custom and small-series	2	10	100
Series	2	14	120
Mass	2	13	120

Experience shows that the unification of several workers and their work for one order (for example, the work of shift workers at large machine tools) have some advantages as compared with individual work. However, small brigades do not sufficiently utilize such advantages of collective labor organization as the mastering of related occupations, mutual assistance, improvement in the skills of young workers, strengthening of labor and production discipline and workers' participation in production management. The functioning of small brigades does not contribute to ensuring technological item specialization and to improving the planning of their work and reduces the possibility for a more efficient utilization of manpower and equipment. In small brigades it is impossible to establish brigade councils and to involve their members in an active participation in the system of production management.

Investigations show that the practice of formation of small brigades existing at many enterprises of various industrial sectors often is none other than a chase after an increase in the indicator of involvement of workers in collective labor organization without the performance of appropriate organizational-preparatory work.

The consolidation of small brigades with the corresponding expansion of the range of operations entrusted to them and improvement in their structure are important factors in an increase in the efficiency of this form of organization and remuneration of labor. Such a tendency is now observed in most industrial sectors. The problem of the advisability and forms of development of labor brigades fully encompassing production sections or even those exceeding their limits seems more complex. During the organization of such brigades it is necessary to find the correct forms of combination of administrative-technical guidance on the part of chiefs of sections and foremen with the managerial activity of brigade councils and collectives, which represents an important factor in the development of democratic principles in the management of production and increase in its efficiency. The system of the Volzhsk Motor Vehicle Plant, at which most brigades are integral process brigades fully performing a completed volume of operations, is now introduced on an experimental basis at the enterprises of a number of industrial sectors. As a rule, the number of workers in such brigades ranges from 30 to 100. Foremen, who manage production in close contact with brigade councils, are in charge of work.

On the basis of experimental results it will be necessary to determine with respect to various sectors of industry and production the optimal organizational structures and numerical occupational-skill composition of brigades and to prepare the appropriate sectorial recommendations for enterprises.

An analysis of the work of the latter has shown that councils of brigades and of brigade leaders, which represent a new form of development of democratic principles in production management and in the solution of the economic and social problems facing the labor collectives of enterprises, play an important role in the increase in production efficiency and in the development of the new form of organization and remuneration of labor. For example, 376 brigade councils, which include 1,439 advanced workers, have been established and function at the Atommash Production Association. A council of brigade leaders (29 people) and its presidium under the general director of the association functions at the association. The association's council of brigade leaders examines the following problems at its meetings: loading of equipment, especially single-design equipment; planning of work for sections and brigades; organization and remuneration of labor according to basic directions. Furthermore, it pays much attention to the education and training of young workers (brigade leaders initiated the assignment of students of urban vocational and technical schools, who do practical work at the association, to their brigades). The rights and duties of the brigade leader and the functions of the brigade council are reflected in the enterprise standard "Collective Forms of Labor Organization."

At the Alma-Ata Heavy Machine Building Plant the plant's council of brigade leaders, which includes 25 people, is divided into sections in accordance with the basic performed functions, that is, production, development of brigade forms of labor, dissemination of advanced experience, socialist competition and mass cultural work. Every section includes representatives of the plant's interested services. A presidium of nine people was elected for an operational solution of current problems and coordination of the work of the plant's council of brigade leaders.

At the same time, the existence of a large number of small brigades hampers the general establishment of brigade councils and the provision of an efficient system of management.

The present stage in the development of the brigade form of organization and remuneration of labor differs from the previously accumulated experience in this work not only in the scale of its popularization and labor organization directly in brigades, but also in the profound transformations in the system of management and planning of production. Whereas before the transition to the brigade form the production association, enterprise, production facility, shop and section were the links of this system, under present conditions the new link--production brigade--occupies its place with increasing confidence. On the one hand, it assumes responsibility for the economic results of work, which connects it with the general system of management, planning and standardization and remuneration of labor in effect at the enterprise. On the other, brigades as primary labor collectives have acquired the right for an independent solution of many production and social problems, that is, to determine within the standards and funds established for them the amount of bonuses and earnings paid to every member of the collective with due regard for their real contribution to general work results; to submit brigade members for the establishment of increments and supplementary payments for occupational skills and for holding more than one job; to recommend that the administration and trade union organization change in accordance with the established

procedure the category of a worker with due regard for the quality of his work; to determine the winners in the socialist competition within a brigade and the amounts of their incentives; to nominate from their members candidates for material and moral incentives based on the results of intraplant socialist competition. The brigade collective and council within the framework of the general output plan and production periods acquire independence in the planning of work, seeking ways for the most rational utilization of the resources at their disposal.

Analyzing the experience of industrial enterprises in the development of the brigade form of organization and stimulation of labor, it must be noted that at a number of enterprises principal attention is paid to problems of establishment of brigades and to organizational work at these primary production links. Meanwhile, the enterprise represents a unified and integral system and the reorganization of its primary link also requires adequate organizational changes in other links, primarily in the system of production planning. The presence of the entire system of plans, beginning from 5-year and ending with shift or daily assignments, in brigades and the stability of these plans are important conditions for the development of the initiative of collectives directed toward an increase in production efficiency. Of course, the content of plans of various calendar periods is not the same. Five-year plans give brigades a perspective for the general growth of the volume of production and basic economic indicators. Annual plans under the conditions of mass production, as a rule, contain products list assignments, labor expenditures and wages per unit of output and at other types of enterprises, general indicators of the volume of production (operations) and expenditures on its execution (performance).

The problem of the procedure of development of monthly plans deserves the most attention. The specific solutions of the system of monthly planning of brigade work depend on the kind of output, type and scale of production and other factors. However, it is possible to name two conditions of the greatest significance for any industrial enterprise. The first, planned report units determining the end result of collective labor of brigades must be established for them. The finished article or its part (unit, subassembly, component, 1 ton of metal, coal or petroleum and so forth) can be such a unit at a number of production facilities. At most medium- and small-series machine building enterprises the planned report unit is created as a certain set of component-operations for a specific article (so-called brigade-set). The second, monthly production plans must be established for brigades on the basis of a products list. Only under this condition are the advantages of the brigade form of labor organization manifested in full measure.

However, at many enterprises planned report units of output are not determined for brigades and the volume of production is planned for brigade in individual component-operations, norm-hours and rubles (Alma-Ata Heavy Machine Building Plant, Siberian Heavy Electrical Machine Building Plant, Irkutsk Heavy Machine Building Plant imeni V. V. Kuybyshev and so forth). At the Perovskiy Trade Machine Building Plant for one-third of the brigades the end results of their work have not been determined. Monthly products list plans are established for brigades only at 20 percent of the industrial enterprises. With

such an organization of planning one of the main advantages of the brigade form of organization and remuneration of labor is lost. This advantage lies in the participation of the brigade collective in progress planning and in the utilization of its ability to better take into consideration the results of labor of each of its members, to decrease the number of resetting of machine tools and by means of this to lower labor expenditures, to improve the utilization of equipment and to reduce interoperational process stocks.

Along with the volume of production the number of workers, labor intensiveness of output (operation) and its quality (grade at light industry enterprises) are planned for brigades.

With the transition to the brigade form of organization and stimulation of labor the requirements for the level of labor standardization increase. On the basis of technically substantiated norms it is necessary to calculate the number and occupational-skill composition of workers in brigades and to evaluate the activity of the brigade as a whole and the contribution of each of its members to the results of collective labor. This requires the establishment of technically substantiated operational norms for all operations and on their basis, with due regard for the advantages of brigade organization, the calculation of overall norms for the planned report units of the end result of brigade work. Overall norms are designed for the planning of brigade work and for the computation of wages based on end results for brigades and operational norms, for the determination of the personal contribution of every worker to the results of collective labor.

An analysis of the state of labor standardization in brigades at the surveyed enterprises has shown that at most of them overall norms are established only for brigades performing interconnected operations of a general industrial process (mining operations, metallurgical production, assembly operations in machine building and so forth). As a rule, overall norms are not established for brigades of machine tool operators, die forgers, welders and others at series and small-series production enterprises. Such a situation is connected primarily with the fact that planned report units in the form of brigade-sets (sets) of parts have not been determined for brigades.

The main direction in the improvement in wage organization during the transition to the brigade form lies in the intensification of stimulation of the end results of collective labor by means of the establishment of overall rates for planned report units of output and a collective payment of bonuses for high end results of the work of the brigade as a whole.

At the same time, the great importance of stimulation of the growth of productivity of every brigade member must not be discounted. In our opinion, the task lies in maintaining the positive aspects of individual piece-rate wages and in eliminating their shortcomings, not in replacing the personal incentive of collective wages. Individual piece-rate wages interest the worker only in increasing the volume of the produced product or performed operation, as a result of which there is a one-sided approach to the evaluation of labor. The brigade form of wages makes it possible by means of the establishment of labor participation coefficients to also take into consideration, when the personal contribution of every member is evaluated, other factors, that is, transmission of experience, giving help to colleagues, mastering various occupations and operations, labor and production discipline, quality of work and so forth.

The objectivity of establishment of labor participation coefficients based on the application of intersectorial and sectorial thoroughly substantiated norms and standards is one of the main conditions for their application. Statistical reporting data show that only 30.6 percent of the brigades apply labor participation coefficients. Meanwhile, for a significant increase in the efficiency of the brigade form of labor remuneration it is necessary to more extensively utilize the right for the application of labor participation coefficients for an evaluation of the contribution of workers.

The procedure of distribution of collective earnings in brigades, along with the possibility of increasing the contribution of individual workers to the general results of brigade labor and of objectively evaluating this contribution, is also affected by social factors, that is, cultivation of collectivism, mutual assistance and creative attitude toward labor contributing to the attainment of high labor discipline; stability of labor collectives; mastering by all workers of advanced methods and techniques of labor and technically substantiated norms. As the experience of advanced brigades shows, the effect of these social factors leads to a significant improvement in the work of lagging workers and to a general increase in labor productivity. In such brigades individual piece-rate wages are gradually replaced by collective wages according to a single order and the range of differentiation of the level of wages of workers with equal skills is reduced.

At the same time, in our opinion, it would be incorrect to diminish the importance of the personal incentive before the prerequisites are created for this, because this leads to the weakening of the stimulating role of wages in an increase in labor productivity.

The development of brigade cost accounting is an important direction in an increase in the efficiency of the collective form of organization and remuneration of labor. It contributes to the strengthening of the policy of economy and thrift, to a fuller utilization of resources and on this basis to a reduction in labor and material expenditures on output. In the last few years the number of cost accounting brigades has increased much more rapidly than the number of brigades as a whole. Favorable conditions for the development of brigade cost accounting have been created as a result of measures strengthening material incentives for the activity of collectives with a smaller number of workers and a reduction in the expenditure of materials and fuel-power resources. For the time being, however, only 1 out of 10 brigades works according to the cost accounting method. An improvement in the system of standards of labor, material and power expenditures, planning and accounting is of great importance for its further development.

Sometimes an attempt is made to justify the insufficient development of brigade cost accounting by the fact that at a production facility it is impossible to organize the accounting of all the types of expenditures pertaining to the product (operation) produced by a specific brigade. One cannot agree with such a point of view. First of all, it is advisable to establish cost accounting relations for the indicators whose value can be significantly affected by the brigade, otherwise the obtained effect may not justify the expenditures on the organization of planning and accounting. It should also be taken into consideration that sometimes the saving of a certain type of material expenditure is either not at all possible, or it lowers the quality of output.

It is recommended that cost accounting brigades additionally plan indicators for the expenditure on the production program of the wage fund, basic and auxiliary materials, tools, electric power and fuel and other indicators directly depending on their activity. Cost accounting relations between the brigade and the administration are established by mutual obligations, usually in the form of contracts. Subsequently, it will be necessary to systematically expand the range of cost accounting indicators as the system of standards, planning and accounting is improved. Such an approach will make it possible to direct the initiative of brigade collectives toward searching for the most substantial production reserves and utilizing them in the very near future.

Advanced industrial associations and enterprises have entered a new stage of development of the brigade form of organization and remuneration of workers' labor. It is characterized by the fact that the brigade form does not encompass individual production sections, but becomes the basic form for the entire enterprise. The organization of brigades is combined with a rise in the technical level of production, improvement in the system of management and planning, formation of workers of broad specialization, acceleration of the improvement in their skills, development of combination of occupations and functions and of multilathe and multiunit servicing, popularization of advanced methods and techniques of labor, introduction of advanced, technically substantiated norms, improvement in material and moral incentives and development of brigade cost accounting.

At the same time, examining the development and efficiency of the brigade form of organization and remuneration of labor in the light of the decisions of the November (1982) Plenum of the CPSU Central Committee, which set the task of accelerating the work on an improvement in the entire sphere of economic management--administration, planning and economic mechanism--it is necessary to admit that the possibilities for an increase in the efficiency of the brigade form are by no means fully utilized.

An analysis of the data on the dynamics of increase in labor productivity shows that the greatest acceleration of rates is observed 2 years after the organization of brigades. In part, such a situation is due to the fact that organizational-technical measures, as well as processes of the social development of collectives, which requires a certain time, are the sources of labor productivity growth. However, the main reason lies in the fact that the necessary preparatory and educational work by no means always precedes the establishment of brigades.

It is advisable to more extensively utilize the experience of the Kaluga Turbine Plant and other advanced enterprises, where during the transition to the brigade organization of labor a set of organizational-technical measures for the refinement of industrial processes and improvement in the specialization of shops and sections were prepared and implemented, the place of every brigade in this specialization was determined, production areas and industrial equipment were assigned to brigades, the diagrams of technological production relations of brigades were developed for every shop, a system of planning, in which a certain list of components, units and operations according to the production plan was established for a brigade, was introduced and with due regard for the specialization of shops, sections and brigades provision was made for an interconnected technical-economic and list planning at all the levels of the production process, from the shop to every brigade.

For the purpose of ensuring systematic work on the development and improvement in the brigade form of organization and remuneration of labor and creating for brigades the necessary prerequisites for the attainment of high productivity and favorable working conditions, the planning of the appropriate system of management and organization of labor and production on the scale of the enterprise, shops and brigades is carried out at a number of advanced enterprises. This planning is carried out with due regard for the prospects for the development of the brigade form of labor organization and its transformation into the basic form. At the same time, the forms of division and cooperation of labor in shops (at the enterprise) are established and the number of brigades engaged in basic and auxiliary production, the content and volume of work and the production areas and equipment assigned to every brigade are determined. The content and volume of activity are planned so that the technological production completion of the operations performed by a brigade is ensured within its limits. A preliminary calculation of the number of workers in a brigade is also made at this stage. Subsequently, it is refined during the planning of labor organization.

The organizational structure of a brigade, number and occupational-skill composition of workers, layout of industrial and auxiliary equipment, time, output and service norms, conditions of work and rest, procedure of performance of operations by brigade members, system of brigade management (presence of a brigade council), methods and techniques of labor, design and arrangement of collective and individual equipment and of small-scale mechanization facilities and system of material and moral incentives are determined in advance for every brigade.

During the period of preparation for the establishment of brigades existing industrial processes and time and output norms are checked and the possibilities for increasing labor productivity are uncovered. When existing norms are analyzed and new norms are calculated, the interconnections and interaction of workers in the process of labor are taken into consideration and the most efficient variants of distribution of operations among collective members are found in order to ensure a rational utilization of the work time of every worker and on this basis to lower the general expenditures of labor on output.

The success in an increase in the efficiency of the brigade form of organization and remuneration of labor largely depends on the extent to which the initiative of brigade collectives is combined with systematic and purposeful work on the part of ministries, scientific research institutes, planning organizations and technical and economic services of production associations and enterprises. First of all, it is very important to generalize the experience of advanced production facilities, to develop on this basis methodological and standard materials for brigade cost accounting and to provide enterprises with them. A great deal has already been done and much will have to be done in this direction. In accordance with the program for the solution of the scientific and technical problem of development and introduction in national economic sectors of the system of standard materials for an overall organization of workers' labor approved by the USSR State Committee for Labor and Social Problems, the USSR State Committee for Science and Technology and the

USSR State Planning Committee, the Scientific Research Institute of Labor of the USSR State Committee for Labor and Social Problems together with 25 sectorial scientific research institutes and centers for scientific labor organization in 1981 completed the development of intersectorial recommendations and standard materials for the development and increase in the efficiency of the brigade form of organization and remuneration of labor.

On the basis of intersectorial recommendations and standard materials in accordance with the indicated program in 1982 the scientific research institutes and centers for scientific labor organization of most industrial sectors prepared sectorial methodological recommendations and standard materials. Of course, it should not be assumed that the role of scientific institutions ends with this. It is necessary to generalize the experience of advanced brigades, to develop standards of labor, material and power expenditures calculated in conformity with the brigade form of labor organization and to conduct investigations on the extension of the rights of brigades and strengthening of their responsibility for the end results of activity and on other urgent problems.

Planning institutes play an important role in the development of brigades. Enterprises experience certain difficulties owing to the fact that in conformity with the brigade organization of labor it is necessary to alter the existing forms of production organization. It is much easier to do this when the brigade form of labor organization is envisaged in the plan of a new or reconstructed enterprise at all production sections as at the Volzhsk Motor Vehicle Plant.

Joint purposeful work on the part of enterprises, scientific research and planning organizations, ministries and departments on an increase in the efficiency of work of existing and newly established brigades is an important factor in ensuring the rates of labor productivity growth envisaged by the five-year plan.

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#### Statute on Brigade Contract

Moscow KHOZYAYSTVO I PRAVO in Russian No 7, Jul 83 pp 65-68

Article by V. Bokhan, head of the division of legal and social problems of Labor of the Belorussian Affiliate of the All-Union Scientific Research and Planning Institute of Labor in Construction of the USSR State Committee for Construction Affairs, candidate of judicial sciences: "Legal Service and the Brigade Contract"

Text The application of the brigade contract has proved its value in the matter of increase in the efficiency of capital construction.

A total of 88,000 brigades worked according to this method in 1982. They performed 40 percent of the volume of construction and installation work. Labor productivity in cost accounting brigades is almost one-third higher than the average labor productivity in the sector. Savings resulting from a

decrease in planned expenditures totaled 462.5 million rubles. When brigades are transferred to a contract, the personal interests of every worker are successfully combined with the tasks of construction and installation organizations concerning the prompt commissioning of projects, the connection between wages and the end results of labor is strengthened and the utilization of capital investments is improved.

However, it is not only a matter of economic effect. The economic brigade has become a mass school of production management and labor training. Problems of strengthening labor discipline, raising creative initiative and cultivating collectivism and a communist attitude toward labor are now solved most fully here.

At the same time, in the development of the brigade contract there are also certain shortcomings and the potentials for an increase in the efficiency of building production existing in it are not utilized completely. A considerable part of the brigade contract agreements are not fulfilled through the fault of the organization (enterprise), formalism in the transfer of brigades to a contract is tolerated, a proper recording of the operations actually performed by them is not always kept and sometimes they are denied without justification the payment of bonuses for the savings attained as a result of a decrease in planned expenditures. There are also other shortcomings. Their existence is due to a number of reasons. The lack of proper legal support for the brigade contract is one of them.

The Belorussian Affiliate of the All-Union Scientific Research and Planning Institute of Labor in Construction of the USSR State Committee for Construction Affairs has studied the practice of application of the brigade contract in 100 construction and installation organizations of various ministries and departments. Legal advisers have been involved in the introduction of this method only in three of them. Realizing its authority, the legal service ensures the legality of this activity and should not leave the brigade contract outside its field of vision. It is executed on a contractual basis and represents a form of low-level cost accounting directed toward the attainment of a saving of labor, material and fuel-power resources and the prompt commissioning of projects under construction.

The Belorussian Affiliate of the All-Union Scientific Research and Planning Institute of Labor in Construction of the USSR State Committee for Construction Affairs has developed Methodological Recommendations for Legal Support for the Brigade Contract in Construction, which will be distributed to all construction ministries and departments. They contain recommendations for the legal regulation of management of the brigade contract, that is, conclusion and execution of agreements, wages and material incentives, responsibility of the parties and settlement of disputes.

Legal support for the brigade contract is a necessary condition for its efficient application in building production. It includes the issue of local normative acts regulating the examined relations (statutes on the brigade contract council, the cost accounting brigade and the brigade council, on the distribution of bonuses for the attained savings among cost accounting brigades working according to one brigade contract agreement and so forth);

adoption of acts of an individual nature (orders); realization of legal rules during the introduction of the brigade contract and fulfillment of the terms of agreements; protection of the rights and legal interests of organizations (enterprises) and cost accounting brigades; legal training for organization (enterprise) workers. It is advisable for legal services to actively participate in the development and implementation of measures directed toward the strengthening of legal support for the brigade contract.

The Statute on the Continuous Flow Brigade Contract No 10-D<sup>1</sup> was adopted recently. It was approved by the USSR State Committee for Construction Affairs and other departments on 10 February 1983. Relations between cost accounting brigades and the organization (enterprise) not regulated by this normative act are regulated by labor legislation, as well as by local normative acts.

Basic work on the organization of the brigade contract should be concentrated in the production construction and installation association, as well as in the organizations and enterprises to which the operation of the Statute on the Socialist State Production Enterprise extends (trusts, combines, construction industry enterprises and so forth). The legal service is in these management links. Performing its functions, it must give all-around assistance to other functional divisions and services.

The organization (enterprise) can transfer certain rights concerning the introduction of the brigade contract (conclusion of contract agreements, brigade formation, control over the performance of contractual obligations, accounting of actual expenditures and so forth) to its production subdivisions (construction and installation administrations, mobile mechanized columns, shops, motor vehicle transport columns and so forth). The management adopts such a decision with due regard for the specific conditions of production activity and formulates it with an order. The legal adviser, participating in its preparation, ensures the legality of distribution of rights and duties between the managerial apparatus of the organization (enterprise) and production subdivisions.

The statute allows for the possibility of applying a number of organizational forms of the brigade contract. Each has its features in legal regulation, which should be taken into consideration by the legal service. The brigade contract can be applied in the following links of the construction conveyor: in construction and installation work during the construction of new and reconstruction, expansion, retooling and capital repairs of enterprises, buildings and structures; in the manufacture of building structures, parts and articles; in technological production outfitting; in the conveyance of building freight by motor vehicle transport. A different number of brigades forming part of a number of organizations (enterprises) can participate in the execution of the contract agreement. With due regard for these circumstances the following types of the brigade contract are formed: bilateral, collective and overall (the designations are conventional). In the first case the organization (enterprise) and one cost accounting brigade concludes the contract,

1. Hereinafter, statute.

in the second, the organization (enterprise) and several cost accounting brigades and in the third, general contracting and subcontracting organizations and cost accounting brigades.

The continuous flow brigade contract is the most improved and efficient form. The construction and installation organization, construction industry enterprises, organizations for technological production outfitting and motor transport enterprises, as well as their cost accounting brigades, participate in its execution. The number of links of the construction conveyer in it can differ and depends on the nature of performed operations, type and production structure of the construction and installation organization and number and subordination of enlisted enterprises for the production and transportation of building articles.

The following occupy an important place in the organization of the brigade contract: planning of indicators and their presentation to organizations (enterprises); selection of the appropriate form of the brigade contract; definition of the rights and duties of subjects of management (organizations or enterprises, their production subdivisions, divisions, services, officials and brigade leaders, as well as other bodies) and of the object of management (cost accounting brigade) in the execution of the brigade order; formation of cost accounting brigades, appointment of brigade leaders and election of collective brigade management bodies; material and technical support for the activity of cost accounting brigades; accounting and control over the work of cost accounting brigades.

The legal service must ensure legality in the solution of these problems for a correct distribution of the duties of divisions and services for the organization of the brigade contract. At the same time, it is necessary to follow the recommendations for the distribution of the duties of divisions and services for the organization of the brigade contract worked out by the appropriate ministries and departments with respect to the existing standard structures of the managerial apparatus of construction and installation organizations, as well as to take into consideration the established competence of structural subdivisions. New duties in the part of provision of the introduction of the brigade contract are subject to inclusion in the statutes on divisions and services, as well as in the official instructions of individual workers. The legal service takes part in the elaboration of statutes on the cost accounting brigade and the brigade leader and on the council of leaders of cost accounting brigades. These statutes are worked out on the basis of the Sectorial or Standard Statute on the Production Brigade, Brigade Leader, Brigade Council and Council of Brigade Leaders approved by the decree No 389/22/119<sup>1</sup> dated 31 December 1980 of the USSR State Committee for Labor and Social Problems and the AUCCTU Secretariat with due regard for the rights and duties granted to cost accounting brigades by the Statute on the Continuous Flow Brigade Contract. The statutes are approved by the organization (enterprise) manager and the trade union committee.

1. BYULLETEN' NORMATIVNYKH AKTOV MINISTERSTV I VEDOMSTV SSSR, 1981, No 5, pp 4-11.

For the coordination of the work of functional divisions and services on the introduction and application of the brigade contract it is recommended that a brigade contract council be established in the organization (enterprise), in which it is advisable to also include a representative of the legal service. Participating in its work, the legal adviser ensures the legality of the prepared decisions on the discussed matters. Many of them have a direct relationship to legal work: settlement of disputes according to brigade contract agreements, material and moral incentives for the labor of cost accounting brigades, change in the concluded agreements and so forth.

The conclusion of economic agreements (contract for capital construction, delivery of output and freight transportation) between the organization (enterprise) and appropriate agents should be carried out on the dates scheduled and precede the transfer of brigades to a contract. This is connected with the fact that economic agreements are the legal basis for ensuring the performance of operations with the application of the brigade contract.

Decisions on the transfer of brigades to a contract are formulated by an order for the organization (enterprise), which is subject to coordination with the trade union committee. It solves problems concerning the forms of the brigade contract, number of transferred brigades, procedure of distribution and amount of bonuses for savings resulting from a decrease in planned expenditures and so forth. This order can also approve local normative acts relating to the brigade contract. When signing it, the legal adviser verifies whether all the matters in it have been resolved in accordance with the requirements set forth in the statute.

Workers of the division of labor and wages or the planning division prepare the draft agreements of the brigade contract with the participation of the legal adviser. They must correspond to standard agreements, whose forms are attached to the statute. Agreements indicate the volumes of work (list of manufactured products), period of its performance and duties of the parties to ensure the fulfillment of the terms of the agreement. One month before the beginning of work draft agreements are discussed at a brigade meeting with the participation of administration and trade union committee representatives. A legal adviser should be among them. After the approval of the agreement by the brigade it is signed by the organization (enterprise) manager and by the brigade leader.

The legal service must not permit the inclusion in the content of the agreement of terms and duties worsening the position of workers as compared with existing labor legislation. Nor is the conclusion of several agreements for the same period with a cost accounting brigade permitted.

The brigade contract agreement is the basic document determining the place, volume and time of fulfillment of a production assignment by a cost accounting brigade. Thus, the organization (enterprise) does not have the right to entrust the cost accounting brigade with the performance of work not stipulated by the brigade contract agreement (transfer to another project, manufacture or transportation of other products and so forth). The legal adviser must pay special attention to these circumstances when the practice of execution of agreements is generalized or discussed. The transfer of cost accounting brigades to other work is possible only in cases stipulated by labor legislation (article 14 of Fundamentals of Labor Legislation).

The concluded brigade contract agreement must be strictly observed by each of the parties. As a rule, its change (introduction of amendments, supplements, corrections and so forth) is not permitted. Only the cases indicated in the statute (change in planning and technological documents, introduction of rationalization proposals and so forth) constitute an exception. A change in work indicators is made for cost accounting brigades of construction and installation organizations through the issue of an additional order and a correction of the schedule of work performance and for cost accounting brigades of other organizations (enterprises), through the refinement of production assignments during the preparation of monthly plans. It is advisable to discuss administration proposals on a change in work indicators at a brigade meeting. In case of their approval the adopted decision is entered in the record of the meeting, which is attached to the previously concluded brigade contract agreement and is its integral part. A change in the period of performance of work entrusted to cost accounting brigades of a construction and installation organization can be made only within the set time for the commissioning of a project or unit.

The remuneration of the labor of and material incentives for workers of the cost accounting brigade are implemented in accordance with existing legislation. The statute establishes an additional type of material incentive—payment of bonuses for savings attained as a result of a decrease in planned expenditures. They should be paid in the presence of the terms and in the amounts stipulated by the statute. It is advisable for the legal service to periodically, in accordance with the work plan, organize checks on the observance of legality during the computation and payment of the indicated types of bonuses to individual categories of workers.

If the organization (enterprise) fails to meet its obligations, this can result in certain unfavorable consequences for the cost accounting brigade, that is, increase in the volume of performed operations, or in their actual cost, and extension of the length of performance of operations. For these reasons the brigade is fully or partially deprived of bonuses for the fulfillment of a production assignment on or ahead of schedule and for the savings attained as a result of a decrease in planned expenditures.

Existing legislation does not provide for the financial responsibility of the organization (enterprise) to the cost accounting brigade. The statute makes it incumbent upon the organization (enterprise) to take appropriate measures to ensure the payment of the indicated bonuses to the brigade. The terms of agreements are changed for this. The actual cost of performed operations (manufactured product) is determined on the basis of the prices applied during the calculation of planned expenditures. Nonproduction expenditures incurred not through the fault of the cost accounting brigade are eliminated from the actual cost of performed operations (manufactured product). The number of workers of the cost accounting brigade increases and so forth. It is desirable that specific measures to eliminate unfavorable consequences be reflected in brigade contract agreements. This has a significant effect on the results of execution of the contract. The legal adviser, having established that the organization (enterprise) has failed to meet its contractual obligations, must always clarify whether it has taken measures to prevent unfavorable consequences for the cost accounting brigade.

The workers of the cost accounting brigade causing a loss (damage, destruction, loss of property placed at the brigade's disposal and so forth) to the organization (enterprise), compensate for it in accordance with the procedure and amounts established by labor legislation. The administration must promptly make guilty workers liable for damages. The amount of uncompensated damages is included in the cost of the operations performed by the brigade. All the nonproduction expenditures occurring through the brigade's fault are also included in the actual expenditures of performed operations. Thereby, the amount of savings attained as a result of a decrease in planned expenditures is reduced by their amount.

Differences occurring during the execution of the brigade contract agreement are resolved by superior, in terms of subordination, economic bodies with the participation of trade union committees. When the functions of conclusion of a contract are transferred to a production subdivision, the managerial apparatus of the organization (enterprise) is such a body. The participation of a legal adviser in the settlement of disputes is advisable. Labor disputes between brigade members and the organization (enterprise), with which they have labor relations, are settled in accordance with the procedures established by legal legislation.

In their activity connected with legal support for the brigade contract legal advisers can also apply, in addition to the above-indicated, other forms and methods of legal work, following Methodological Recommendations for the Participation of Legal Services of Associations, Enterprises and Organizations in Ensuring Observance of Labor Legislation and in Strengthening Labor Discipline No K-8-591 approved by the USSR Ministry of Justice on 15 October 1981. Skillfully utilizing legal means, legal advisers will make their contribution to ensuring an efficient application of the brigade contract in the organization (enterprise).

I. BYULLETEN' NORMATIVNYKH AKTOV MINISTERSTV I VEDOMSTV SSSR, 1982, No 4,  
p 41

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**LABOR**

**BELORUSSIAN OFFICIALS COMPLAIN ABOUT FARM LABOR TRAINING**

**Skilled Hands Needed**

Moscow SEL'SKAYA ZHIZN' in Russian 13 Jul 83 p 3

[Article by V. Verkhovets, chairman of the Belorussian SSR State Committee for Vocational and Technical Education: "Equipment-- in Skilled Hands"]

[Text] Ivan Aleksandrovich Ryzhankov, senior foreman in the Mogilevskoye, Order of the Labor Red Banner, Agricultural Technical Trade School No 1 imeni K.P. Orlovsckiy, recently told me the following story. During the time of pre-graduation practical work, several combined mechanized detachments were created in the school and sent to the farms. However, several directors on the spot regarded this with distrust. Will the probationers manage?

Ryzhankov dropped in on one of these doubting brigade leaders at the very height of the field work. Honestly speaking, he himself was afraid for the lads -- this group was without a foreman. How was the work going there? What were the comments about them?

The brigade leader told him: "The lads are working excellently -- no worse than our machine operators -- at times, even better."

Of course, it is pleasant for a teacher to hear such an evaluation of his pupil's work. It means that the agricultural technical trade school is preparing good machine operators. Genuine masters of their job are coming to the rayon's farms. It is no accident that 95 percent of all the machine operators in Mogilevskiy Rayon are graduates of Agricultural Technical Trade School No 1. Among them are six Heroes of Socialist Labor and more than 100 of them have been awarded the order of Lenin.

This technical trade school is not the only one famous for its graduates. For example, all Heroes of Socialist Labor among the machine operators are graduates of technical trade schools in Brest and Grodno Oblasts. I am sincerely happy for the lads in this mechanized detachment whom the brigade leader and kolkhoz members liked so much. My thanks to the teachers for teaching them to work so skillfully. I know that there are quite a few lads and teachers like this in our republic.

However, I also know something else: We also have enough troubles, problems and deficiencies in training skilled workers for the village. Perhaps our largest concern concerns training farms. We pose the question today as follows: An agricultural technical trade school without a training farm is a defective training institution. Training farms have already been created at 43 of the 69 rural schools in the republic. Here, perhaps, is the first result which we can brag about: Based on crop yield, milk yield, average daily weight gain of cattle, and the quality of produce, our training farms are on the level of the republic indicators. This is the first rung from which it is possible to begin reading the future machine operators' serious work.

A state plan is not completed for training farms; the demand from them is different than from commodity farms -- that is the way it should be. For an agricultural technical trade school with its own land and its own farm, this is not simply a subsidiary farm or an exercise field with equipment. A training farm is essentially, a training model of the agricultural production for which we are training personnel. As a minimum, two requirements flow from this.

First, it must be a full-fledged and multi-branch farm. Second, it must be an exemplary farm. That is why we categorically object when remote land without livestock raising buildings is allotted to us for training farms. They recently offered us such a "training farm" in Lepelskiy Rayon-- there were no people, no buildings and no cattle. We will be able to plow this land again. But what next? Neither grain nor potatoes will grow on "rabbit dung".

The youth who come to us are drawn to the equipment and to technical creativity. There are beautifully equipped study rooms and laboratories with visual aids and technical training systems in almost every school. For some reason, however, the following trend has been noted: Our streamliners and inventors do not eagerly cross the threshold of a training building. It is necessary, of course, to correct the situation, especially since we are planning to create in the near future small-- 200-300 head pig-breeding farms on each training farm. It is difficult to provide them with complete standard mechanization-- here will be space for the creativity of the youth. Perhaps, it would even be worthwhile to declare a contest-- annually, we conduct contests for the best study hall, laboratory and workshop. Is it really less important for the farm, the field and the hothouse?

We must teach our graduates that everything is interconnected in rural work, that there are no important and unimportant operations, and that a good proprietor becomes adept at his work and creative with his mind. That is why the task of having, for example, a garden on each training farm has been assigned. And it is not simply a garden, but has a diverse collection of trees and future and rare varieties. It seems that it is completely within the ability of each agricultural technical trade school to create berry fields, apiaries, hothouses, ponds, ...

Our pupils are fully supported by the state. My thanks to the state for this, but we think (and we are working toward this) that it would be much better if

meat, milk, vegetables, fruit, and potatoes from our own farm, our own field and our own kitchen-garden would be supplied to the table of the agricultural technical trade school's students. Only in this way is it possible to rear and train genuine proprietors of the land, industrious farmers and livestock breeders.

I would like to talk separately about livestock breeders. We are still preparing few of them for the village -- no more than two and a half percent of the overall number of graduating students. There is something here for all the collectives of technical trade schools in the village to think about and to work on.

This problem is connected with another one. Rural schools are not being filled at all with local lads. Many farms regularly do not fulfill the plan for sending their youth for studies in the agricultural technical trade school, guarding themselves against the unnecessary troubles that are connected with professional orientation, practical work, the monitoring of the training, assignments, and responsibility for the lay-out of the future machine operator.

There are also quite a few other questions on whose solution the successful training of workers for the village depends. For example, the saturation of agricultural technical trade schools with equipment (two MTZ-80 tractors and three T-150K per 300 pupils) is lower than on farms, and it should be the reverse. Or another one. Much less fuel and lubricants are allotted for one student than for an adult machine operator .... In the final analysis, however, the trouble does not lie in the length of this list of shortcomings.

The trouble is that in toto all this mess does not complicate only our internal departmental problems. It complicates the problem of attaching personnel to the village. Orders are orders, but agricultural production and the living conditions in the village themselves seemingly revise later on the decisions of our commissions on assigning agricultural technical trade school graduates. Some later move closer to home, some to the city and to a plant, some to a neighboring rayon.

Of course, the fluctuations in personnel also have other reasons, but -- let us say right out -- the one, which has been mentioned, is not among the least of them. The republic's professional and technical training system reports annually on the number of those accepted for study and the number of those who have graduated from the agricultural technical trade school. These numbers grow every year. A total of 150,000 machine operators are being trained during the five-year plan! However, the number of machine operators on farms is not increasing. They roll through the kolkhozes and sovkhozes as if through a transit point. The time has come to regulate -- organizationally, economically, and demographically -- this stream and to no longer continue increasing the "swell". The more so since it is more difficult to do this with each passing year and the return from the effort is less....

I will post rebukes, which have already become traditional, to those who are engaged in the professional orientation of youth. I will post them because,

unfortunately, I am not able to name this very address -- everyone is responsible a little for it. In addition, we have already managed to convince ourselves that the main link in professional orientation is the school itself -- its reputation. Where they understand this, things are the best with admissions and studies. In each of our oblasts, a distinctive type of standard rural schools -- centers of progressive pedagogical experience and models in creating and maintaining the training base -- already exist.

The school's prestige is composed of many items. At times, it is even difficult to say what works more on the authority of the agricultural technical trade school -- a good base or, for example, the following fact: The sons of the school's director, of the chairman of the "Druzhba" Kolkhoz and of teachers in the Vysokovskaya School are studying in Vysokovskoye Agricultural Technical Trade School № 27. However, everything is, of course, interconnected: They would not send their children to a poor school. That is how we should regard all the other children. That is why there simply should not be any poor nonprestigious schools -- this is our professional and moral duty. Everything should be at the standard level -- to follow the example of someone.

The collegium of the Belorussian SSR State Committee for Vocational and Technical Education recently held a special meeting to which the most competent and respected instructors and experts in production training were invited. An appeal to all engineer teaching workers, public organizations in training establishments, and tutors of youth in the republic was adopted during this meeting. The following words are there:

"... Every lesson and every hour in a workshop and on the training farm and every day of production practical work should take place with the greatest return and become a model of high organization and order for our pupils. It is only under such conditions that organization and order and conscious work and production discipline will become the norm for all their future life...."

We believe that their call will be heard and supported by everyone who is related to the training of skilled workers for the village.

#### Shortcomings in Graduate Assignments

Minsk SOVETSKAYA BELORUSSIYA in Russian 23 Jul 83 p 1

[Article: "In the Bureau of the Belorussian Communist Party Central Committee"]

[Text] In its regular meeting, the Belorussian Communist Party Central Committee Bureau examined the question of serious shortcomings in the assignment and use of agricultural VUZ graduates in the republic. It was pointed out that more than 11,000 specialists, of whom 72 percent were sent to kolkhozes and sovkhozes, were graduated by Belorussian SSR higher educational institutions during 1981-1983 alone.

However, the existing opportunities for strengthening agriculture with highly qualified personnel are still being used poorly. The Belorussian SSR Ministry of Agriculture is not exercising the necessary control over improving the specialists' training considering the zonal peculiarities of the republic and over the correct assignment and use of personnel on the spot. At the present time, approximately 5,000 agronomists, livestock experts and veterinarians with a higher education are employed outside the republic's agricultural production area.

The Belorussian Communist Party Central Committee Bureau demanded that the Belorussian SSR Ministry of Agriculture immediately eliminate the deficiencies in the assignment and use of agricultural VUZ graduates and put this matter into strict state order. It was recognized as necessary to charge the republic ministries and departments and Party and Soviet bodies on the spot with thoroughly examining the state of affairs in providing kolkhozes and sovkhozes with cadres of specialists of the highest qualification with a consideration for the solution of the tasks that are flowing from the Food Program, and with taking the necessary steps to improve the organization of the training, the correct use and the indoctrination of young agricultural specialists and to create all the necessary conditions for attaching them to work in kolkhoz and sovkhoz production.

The Belorussian Communist Party Central Committee Bureau discussed ways to further raise the technical level and quality of machinery and equipment for agriculture, improve their use, and increase their production and delivery during the period 1983-1990. It was pointed out in the Belorussian Communist Party Central Committee and Belorussian SSR Council of Ministers decree, which was adopted on this question, that the mobilization of work collectives to successfully solve the measures, which have been outlined in this area, is the most important task of party, trade union, and Komsomol organizations and of directors of associations, enterprises, agricultural machine-building design and construction organizations, kolkhozes, sovkhozes, and other enterprises and organizations of the republic's agricultural and water handling facilities.

The Belorussian Communist Party Central Committee Bureau approved the plans that had been developed by the Belorussian SSR Council of Ministers for the commissioning of agricultural machine-building capacities, the production and modernization of machinery and equipment for plant growing and livestock breeding, the development and organization of the manufacturing of the most important types of new equipment for agriculture, and the strengthening and expansion of the repair operating base in the village during the current five-year plan and for the period out to 1990.

A number of other questions on economic and social life, the selection and assignment of personnel, the improvement of the monitoring and checking of the fulfillment, and internal party work were examined during the session.

8802  
CSO: 1828/163

## EDUCATION

### NEW STATUTE ON VOCATIONAL SCHOOL GRADUATE WORK ASSIGNMENTS

Moscow PROFESSIONAL'NO-TEKHNICHESKOYE OBRAZOVANIYE in Russian No 7, Jul 83  
pp 18-19

[Article by L. Voznesenskiy, deputy director of the Department of Planning-Economic Administration, USSR Gosprofobr: "On a New Order in Assigning Graduates of Vocational and Technical Schools"]

[Text] The USSR State Committee on Vocational and Technical Education, in accordance with the USSR Gosplan, the USSR State Committee on Labor and Social Questions, the USSR Ministry of Finance and the All-Union Central Soviet of Professional Unions, has ratified the Resolution on the Assignment of Graduates from USSR Vocational and Technical Schools.

The Resolution is mandatory for all ministries, departments, associations, enterprises and organizations. It makes provision for the expansion of the practice of personnel assignment of vocational school graduates, their rights and responsibilities. It also indicates the order of making assignments on the preparation and direction of qualified vocational school graduates to the USSR ministries and departments, the republic ministries and departments, associations, enterprises, organizations, and vocational-technical schools.

The Resolution states that the graduates of daytime vocational and technical schools are subject to assignment to the enterprises of those ministries and departments for which the preparation of young workers is being implemented in accordance with the state plans for economic and social development. As a rule, the graduates are assigned to sectors, brigades and work sites where they performed their in-service production practice.

Personnel assignment of graduates is done prior to the start of in-service production practice, and if necessary is modified after its completion. Consideration is given to the fact that the young workers who have received their diploma or certificate with the grade of excellent have a basic right to select their place of employment.

For purposes of clear organization of graduate work assignments, the state committees and departments on professional and technical education organize the work of creating personnel assignment commissions at the schools a month before the beginning of the in-service production practice.

The indicated commission is comprised of: the school director (commission chairman), the deputy director on educational-production and educational-instructional work, the head master, the representatives from the base enterprise administration, and the school and enterprise professional union and Comsomol organizations. If necessary, work groups of this commission are created. The staffing of the commission and the order of its work are ratified by directive of the vocational-technical school director. Proposals regarding personnel assignment of graduates to places of work are prepared by the administration of the school and the base enterprise. The school instructors must perform preparatory work: acquaint the students with the Resolution, prepare their personal matters, provide for medical certification for determining their suitability for work associated with particular labor conditions or particular climatic conditions.

The Commission on Personnel Assignment of Graduates, with the participation of a representative from the State Health Inspection Board, investigates the readiness of the enterprises for receiving [the graduates] for work, the presence and condition of job openings corresponding to their profession and training, and the organization of food and cultural-domestic services and living conditions. The results of the investigation are submitted in a report.

Personnel assignments are made by the commission on the basis of the plan for directing workers to the enterprises in accordance with their profession and qualification, as well as with consideration of the marital status, state of health, and personal preference of the graduates. The work assignment offer is made by the chairman in the name of the commission, with information given as to the place and type of work, working conditions and pay, and proposed housing and living conditions.

The decision on work assignment of graduates who have not come before the commission with valid reasons is considered final.

In case of disagreement with the commission's decision, the vocational school graduate may direct a motivated objection to a higher organ of vocational-technical education.

An objection by a representative of the enterprise to which a graduate is assigned is examined by the commission in the absence of the latter. The reasons for the objection are noted in the minutes of the commission meeting. In the case of difference of opinion, the question is resolved by a majority vote. In case of a tie vote, the commission chairman casts the deciding vote.

The commission formulates the minutes of the meeting and a list of the personnel assignments of the graduates.

Within a week after the commission has completed its work, the school director notifies the higher vocational-technical education organs as to the results of the graduate assignments.

Control over the work of the Commission on Personnel Assignment of Vocational-Technical School Graduates is implemented by the higher organs of vocational-technical education.

Interdepartmental re-assessments of vocational-technical school graduates are organized in an established order. Assignment of graduates to work away from their place of schooling and residence may be done with the consent of the graduates, and if they are under legal age -- with the consent of their parents.

Persons who have completed vocational-technical schools and been assigned to work in another area are paid travel expenses, moving expenses, per diem travel pay, a one-time allowance, and wages for days spent preparing for the move and settling in at the new place of residence by the enterprise to which they have been assigned.

The investigation of the enterprises' readiness to accept the graduates assigned to them outside their place of schooling and residence by reason of re-assignment is organized by the union republic Gosprofobr and performed at its request by organs of vocational-technical education at the location of these enterprises. Special commissions are created for this purpose, which perform the investigation and send out the investigation report to the school, administration, and state committee on vocational-technical education at the place of instruction of the graduates no later than one-and-a-half months prior to the qualifying exams. Assignment of the graduates to work is done only if the indicated report has been filed.

The enterprise directors perform timely preparation for accepting the young workers who have completed the vocational-technical schools, create the necessary production conditions for work in accordance with their attained profession and qualification, provide the necessary domestic and housing conditions, and generally facilitate the growth of the professional, general educational and cultural level of the young workers.

If the enterprises are not prepared for accepting the graduates, the local vocational-technical education organs re-assign them to other enterprises within the same ministry, and in their absence within the given city (rayon) -- to enterprises of other ministries which are prepared for accepting the graduates. The vocational-technical education organs notify the appropriate ministries of the re-assessments which have been made.

If the enterprises refuse to accept the graduates, the vocational-technical schools must place them in jobs in accordance with their attained profession and qualification.

The Resolution provides that graduates who have the right and express the desire to enter daytime higher and secondary special educational institutions be issued in an established order the documents for entrance into the higher or secondary special educational institutions as well as an assignment to an enterprise. If they do not continue their education, they begin work in accordance with the commission's assignment.

Graduates of vocational-technical schools having a disability of the first or second group are assigned to work with consideration of their state of health at the place of permanent residence of their family or, with their consent, at one of the places proposed by the commission. Those having parents who are invalids of the first or second group, in the absence of other able-bodied family members, are assigned to work with consideration of their request at the place of residence of their parents.

Vocational-technical school graduates who are pregnant women or mothers having children under 18 months of age are assigned to work, at their request, at the place of permanent residence of their family (husband, parents).

Vocational-technical school graduates who are wives (husbands) of military personnel (except for conscripts) are assigned to work at the place where their husbands (wives) are permanently stationed. If there is no work available there in their profession or qualification, they may be assigned to other work at their request.

Spouses who graduate from vocational-technical schools together are given work at enterprises which are located in the same city (rayon). If one spouse completes the schooling sooner, he is given work on a universal basis with consideration for the future work assignment of the other spouse to the same rayon (city). The spouse completing his education later is assigned to work in accordance with the first spouse's assignment.

In all other cases, married graduates are given work with consideration for their family circumstances and their expedient application.

After completion of the schooling, the young workers are ceremoniously presented with their diploma (certificate) of school completion, their pass with work assignment, and other documents. The school directors bear personal responsibility for the timely presentation of the indicated documents.

Graduates are referred to the enterprises by the passes filled out on the basis of reports filed by the Commission on Personnel Assignment and lists of school graduates referred to the enterprises.

No later than five days after the graduate's arrival, the enterprise director must forward to the school verification of his arrival at the place of assignment along with a copy of the hiring order. These documents serve as the basis for corresponding entries in the "Student Register" and compilation of the appropriate statistical reports.

The graduate must arrive at the enterprise no later than three days after receiving his travel pass, not counting the time necessary for travel to the place of assignment. Organized groups of graduates are accompanied to their place of employment by enterprise representatives.

In accordance with the effective order prohibiting the hiring of vocational-technical school graduates during their term of mandatory service at enterprises, it has been established that enterprise directors cannot transfer to work unrelated with their profession and qualification or fire graduates of vocational-technical schools for two years after their graduation without the permission of the ministry to which the enterprise is subordinate, as well as the permission of the state committee and vocational-technical education administration.

If the graduate does not arrive at his assigned place of work, the vocational-technical school must establish the reasons for this and take the necessary measures to direct him to his place of assignment.

The vocational-technical schools implement control over the work application of graduates in production during their period of mandatory service at the association, enterprise, or organization.

A number of appendices were ratified together with the Resolution. In particular these were an act on verifying the readiness of enterprises to receive graduates, a protocol form of the Commission on Personnel Assignment, a list of graduates directed to an enterprise, and a travel pass form for directing the graduates to work.

The Resolution stipulates that it is to be used by ministries and departments in assigning graduates and departmental vocational-technical school with consideration for the peculiarities of the preparation of qualified workers at these learning institutions.

The application of the new Resolution will facilitate the expansion of the practice of personnel assignment of school graduates, the further improvement in the organization of their assignment and acceptance for work, and the improvement in the utilization and appointment of young qualified workers in production.

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12322

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EDUCATION

PEDAGOGICAL PLENUM DISCUSSES PRESCHOOL PROGRAMS

Moscow UCHITEL'SKAYA GAZETA in Russian 9 Jun 83 p 2

(Article by N. Podd'yakov, corresponding member of the USSR Academy of Pedagogical Sciences: "Today a Preschooler, Tomorrow a First-Grader")

*[Text]* The Third Plenum of the Central Council of the RSPSR Pedagogical Society was held in the Moscow suburban town of Podol'sk. There they discussed how to assist kindergartens to prepare six-year-old children for school. At present the society's local divisions do not have a single section of preschool training, where consideration could be given to the results of contemporary psychological-pedagogical studies on the multi-faceted development of a child's individual personality. This is why the plenum participants listened with such attention to the report by the director of the Scientific-Research Institute of Preschool Training, corresponding member of the USSR Academy of Pedagogical Sciences, Professor Nikolay Nikolayevich Podd'yakov. We have printed this report below in an abbreviated form.

During the years of the Soviet regime our country has created a unique system of preschool training, in which at present approximately 15 million small children are receiving training. On an average throughout the country 56.8 percent of all first-graders are recent graduates of kindergartens.

The future pedagogues of nurseries and kindergartens are studying in 42 pedagogical institutes and 262 pedagogical schools. It is precisely for their successful work that the scientific staff members of the Scientific-Research Institute of Preschool Training of the USSR Academy of Pedagogical Sciences created the "Program of Training in Kindergarten." To speak briefly, this is a program for teaching how to develop children in active play, work, and educational activities.

In order to attain a unified level for preparing children for school, the "Standardized Program for the Preparatory Group of the Kindergarten" has also been developed. During the current five-year plan it has come to be used by all the preschool institutions of the country.

The unprecedented scope of public preschool training has also required large-scale, basic scientific research. It is not by chance that the present-day works in the field of preschool pedagogics have been marked by a widespread application of the so-called systems approach, whereby the pivotal lines of the child's development are outlined above all. This is a matter of the formation of motives and will, which form the core of a child's personality, the flowering of all the basic capabilities, and education by means of creative work.

And here is what it is important to emphasize at this point: all these pivotal lines are closely interconnected. The full-valued child's personality is always a creative personality, and creativity is always profoundly personal. Thus, the multi-faceted development of a preschooler occurs in nurseries and kindergartens during the course of the formation of his basic capabilities.

If during the late 1960's many psychological-pedagogical works contained discussions of the weakly interconnected moral qualities of the child, nowadays investigators are examining the key problems of the emergence of the child's individual personality. The attention of present-day investigators of the problems of moral upbringing of preschoolers is concentrated, in the final analysis, on such fundamental qualities of the individual personality as humanism and love for the Motherland. The Program provides not only for the mastery of skills but also inculcates moral qualities and moral motives of conduct, determining the character of play, work, and study in kindergarten pupils.

Notable successes have also been achieved in physical training. An important place is allocated to the preservation of health and the physical development of preschoolers, as seen in the investigations. An entire complex of exercises and games involving movement have been created for the kindergartens, taking into consideration the various climatic zones of the country.

Basic and scientific-methodological research has been conducted in the laboratory of esthetic training. The fundamental principles of creativity have been discovered in all forms of the children's artistic activity. The staff members of this laboratory have succeeded in moving significantly forward in solving one of the most difficult and most urgent problems of preschool pedagogics and psychology--the problem of the motivating forces in a child's psychological development.

Unfortunately, not everyone has yet recognized the importance of the new programs and educational aids for the preparatory groups of kindergartens. The problem of instruction beginning at the age of six years is a complex one. If we solve it, then this will have a beneficial effect likewise on the results of an entire series of other theoretical and practical investigations in the field of primary instruction.

In the experimental program for instructing six-year-olds use has been made of the most important creative principles, as formulated at various times by L. S. Vygotskiy, A. V. Zaporozhets, and their successors. One of these principles--the principle of developing instruction--ensures the multi-faceted, harmonious development of the children. Another one--the correspondence of the contents and methods of instructing children, as well as their psycho-physiological traits--proposes to

form such personal qualities in the child, such traits of his activity which are most intensively being developed precisely during this age period and which have an unsurpassed importance for the entire subsequent emergence of the personality.

The new experimental programs have been tested in the kindergartens of Moscow, Molotov Oblast, Rostov Oblast, and Kirgizia. The results of such testing have shown the following: instruction in the basic principles of mathematics, reading and writing, as organized taking into account the age characteristics of six-year-olds, can be successfully conducted without violating the entire educational-training work and the operating system of a kindergarten.

During the course of this testing shortcomings of instruction were also revealed in the preparatory groups. There are frequent cases when the school textbooks and supplies do not correspond to the methods of instruction in the program of the kindergarten. Most of the preparatory groups have one room, which serves for play, for study, and for naps. The quality of the school aids and supplies for the classes in physical training, music, modeling, drawing, embroidery, designing, work, reading and writing, and mathematics are most often homemade, i.e., made by the teachers or by the parents. There are not enough textbooks in printed form, and this is not just a matter of the lower quality of the textbooks themselves but of an increased load placed on the teachers.

The decisions of the May (1982) Plenum of the CPSU Central Committee mentioned the necessity for expanding the construction of preschool institutions in the rural areas, improving their material provisions, as well as improving the moral and material incentives for the teacher's work.

Providing rural preschool institutions with qualified directors, methods specialists, and teachers is something which can raise the level of educational-training work with children. Particular emphasis has recently been placed by the staff members of the Scientific-Research Institute of Preschool Training on creating full-valued methodological aids for rural kindergartens.

In studying the network of preschool institutions in rural areas and in checking up on the level of training and education within them, we have discovered a predominance of nurseries and kindergartens with low enrollments. This hinders the attainment of effective training. Often children ranging in age from two to seven are lumped together in one group at a kindergarten with low enrollment. To apply the "Program" under such conditions is, of course, complicated, and at times even impossible. This is why our institute has begun to create special methodological aids, designed for use by a teacher with various age groups in rural kindergartens.

The fact that today there is a noticeable rise in the level of work in the kindergartens of the RSFSR is due in no small part to the meritorious services of the Pedagogical Society's sections on preschool training. Notable methodological aid to the kindergartens is also being rendered by the primary organizations of the society of pedagogical institutes and schools.

Today it is particularly important to concentrate the efforts of the Pedagogical Society of the RSFSR on improving the preparation of six-year-old children for school. The time has come to establish a closer continuity in the work of the kindergartens and the school, between the teachers of the preparatory groups and the teachers of the primary grades.

DEMOCRAPHY

STATISTICS ON KOLKHOZ WORKERS, EDUCATION AND FAMILIES GIVEN

Moscow VESTNIK STATISTIKI In Russian No 8, Aug 83 pp 62-80  
 [Text]

II. AVERAGE NUMBER OF LABORERS AND OFFICE WORKERS IN THE NATIONAL ECONOMY  
 AND THE NUMBER OF KOLKHOZ WORKERS ENGAGED IN A KOLKHOZ'S PUBLIC SECTOR  
 (millions of people)

Years	Laborers, Office Workers and Kolkhoz Workers	In Particular		
		Laborers and Office Workers	Of those, laborers (Includ'ng MOP [Ministry of the Defense Industry] Workers)	Kolkhoz Workers
1940	62.9	33.9	23.9	29.0
1950	67.8	40.4	29.0	27.4
1955	74.6	50.3	37.1	24.3
1960	83.8	62.0	46.2	21.8
1965	95.5	76.9	56.4	18.6
1970	106.8	90.2	64.9	16.6
1975	117.2	102.2	72.3	15.0
1980	125.6	112.5	78.8	13.1
1981	126.9	114.0	79.6	12.9
1982	127.9	115.2	80.4	12.7

\*Not including apprentice kolkhoz workers and kolkhoz workers who work in state enterprises, institutions, and organizations as office workers and who take part in kolkhoz work during the time that they are free from their main duties. In 1982 their number amounted to 336,000.

III. PUBLIC EDUCATION IN THE USSR  
Graduation of Specialists by Higher Education Institutions  
By Groups of Specialists by Union Republics in 1952

	USSR	RFSR	USSR	RFSR	USSR	RFSR	USSR	RFSR	USSR	RFSR	USSR	RFSR	USSR	RFSR
Total.....	840,819	473,613	148,890	30,706	47,447	39,887	14,832	15,547	11,360	8,727	6,984	9,330	9,894	10,954
In particular by groups of specialties:														
geology and pros- pecting for useful mineral deposits....	6,164	3,855	923	66	307	379	163	157	24	--	34	51	34	105
developing useful mineral deposits....	8,797	5,299	2,033	60	237	533	173	220	--	--	41	--	80	104
mineral deposits....	17,936	10,558	3,357	579	710	919	310	363	173	162	167	69	262	92
power....	8,962	6,052	2,071	151	39	341	175	54	--	--	--	79	--	--
metallurgy....														
machine building and instrument building....	87,311	57,840	17,017	2,915	2,234	2,019	913	1,353	836	233	350	352	110	876
chemical technology....	14,508	10,066	2,380	281	424	379	301	234	72	--	123	--	--	162
forestry engineering matters and wood,...														
cellulose and paper technology....	5,710	4,203	745	378	48	--	66	22	49	--	36	--	--	43
food products technology....	12,776	7,351	2,930	416	544	489	190	156	95	173	91	152	--	103
consumer goods technology....	9,283	5,293	1,678	338	785	337	217	224	211	--	78	--	122	--
construction....	64,052	36,412	11,746	2,911	3,716	4,187	1,264	1,194	862	606	460	797	474	883
geodesy and cartography....	2,114	1,371	484	35	57	82	--	46	39	--	--	--	--	--
hydrology and meteorology....	1,246	769	362	--	39	41	15	--	--	--	--	--	--	--
agriculture and forestry....	68,938	36,056	11,616	3,702	6,315	6,462	1,326	1,069	1,060	1,117	572	626	1,061	745
transport....	24,097	16,419	5,171	843	1,018	1,152	267	284	161	84	324	212	86	27
economics....	110,556	62,615	21,324	4,427	5,036	4,839	1,566	2,157	1,767	1,268	1,262	1,082	1,013	1,075
law....	16,691	10,493	2,351	382	827	741	233	253	195	172	199	139	197	183
health services and physical fitness....	60,626	33,211	9,815	1,969	4,211	3,564	1,258	1,418	829	802	485	802	755	588
university specialties....	63,793	31,992	11,919	2,833	4,591	1,963	1,169	1,809	1,057	770	752	1,299	947	1,018
pedagogical institutes and cultural colleges'														
art....	172,522	83,263	24,882	6,017	16,112	12,534	3,819	6,163	2,678	2,936	922	3,201	4,906	2,947
	7,786	3,753	1,353	281	192	326	253	256	25	194	90	116	226	582
														179

Graduation of Specialists by Specialized Secondary Education Institutions  
By Groups of Specialists by Union Republics in 1952

	USSR	RFSR	USSR	USSR	USSR	RASSR	USSR	AERSR	USSR	KASSR	USSR	USSR	USSR	USSR	USSR
Total.....	1,277,132	704,012	236,864	46,646	70,939	74,821	16,168	23,525	19,142	16,972	10,852	14,196	11,947	16,063	9,343
In particular by groups of specialties:															
geology and pros- pecting for useful mineral deposits....	5,340	3,325	918	—	377	366	—	120	26	—	—	—	160	48	—
mineral deposits....	11,090	5,005	3,743	214	330	963	123	303	44	—	—	22	33	96	153
metallurgy....	44,413	25,058	10,371	1,063	1,544	2,606	479	880	436	255	170	184	278	510	59
metallurgy....	12,140	7,372	3,587	261	190	351	119	177	—	—	—	53	—	30	203
machine building and instrument building.	128,918	84,821	26,600	3,622	3,608	2,946	1,024	1,982	1,496	705	680	807	468	1,656	253
electric machine building and electric instrument building....	36,576	22,693	7,984	893	1,178	643	190	416	374	307	365	168	96	1,126	43
chemical technology..	18,636	10,999	3,564	738	498	511	214	782	260	29	62	—	57	715	60
forestry engineering ratters and wood.	10,948	7,728	1,460	574	226	236	193	102	167	—	64	29	41	12	—
cellulose and paper technology....	44,637	22,794	10,770	1,447	1,923	2,275	603	742	702	937	487	531	364	501	216
food products technology....	26,387	15,403	3,905	1,462	2,170	1,049	466	820	568	594	248	312	457	613	345
consumer goods technology....	97,264	52,842	16,487	3,748	5,698	7,174	1,491	1,826	1,276	1,283	778	1,227	928	1,611	134
construction....	3,690	1,789	655	118	364	255	215	106	45	—	—	28	65	—	30
geodesy and cartography....	1,559	1,125	200	—	197	—	37	—	—	—	—	—	—	—	—
hydrology and meteorology....	162,899	77,952	29,371	9,776	9,014	14,414	2,536	3,004	4,583	3,170	1,482	2,153	1,695	1,250	1,006
agriculture....	71,494	41,169	13,872	1,946	2,914	3,689	840	1,527	2,111	377	1,565	443	162	685	541
transport....	266,043	133,043	49,785	8,593	14,821	13,834	3,895	3,373	3,448	3,384	2,079	2,660	2,163	2,215	1,723
economics....	3,021	1,269	524	86	424	382	146	60	33	—	—	—	23	26	28
law....	158,533	87,851	21,680	5,436	10,888	10,890	1,703	3,466	2,106	2,779	1,443	2,903	2,521	2,598	1,712
health services and physical fitness.	128,294	66,282	22,810	3,543	11,987	9,388	865	2,345	1,156	2,061	639	2,077	2,005	907	1,734
education....	27,041	13,859	4,310	1,269	1,282	1,560	702	837	578	481	465	382	327	662	137

**3. Graduation of Specialists by Higher and Specialized Secondary Education Institutions in Agricultural Specialties**  
**(thousands of people)**

	1970	1975	1980	1982
Total graduated by educational institutions.....	58.3	53.9	64.5	68.9
of those, in the specialties:				
agronomy.....	16.6	11.5	12.3	13.3
zootechnics.....	10.3	8.9	10.7	11.6
veterinary science.....	5.7	5.7	7.2	7.9
mechanization of agriculture....	11.6	12.1	15.6	16.4
electrification of agriculture..	2.1	2.6	3.2	3.3
Total graduated by specialized secondary educational institutions..	120.1	142.3	165.6	162.9
of those, in the specialties:				
agronomy.....	23.9	25.3	28.2	28.2
zootechnics.....	18.6	24.1	29.4	28.6
veterinary science.....	14.3	12.6	14.6	14.4
mechanization of agriculture....	32.4	42.6	50.1	50.5
electrification of agriculture..	7.1	9.4	10.1	9.2

COMPOSITION OF FAMILIES<sup>a</sup>  
Distribution of Families by Their Size and the Social Groups of the Family Members by Union Republics

USSR	Number of Families	Families Consisting of the Following				Living Together 6 or More People	Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People			
<b>Urban and rural population</b>								
All Families.....	36,724,539	11,608,393	11,589,242	8,587,825	3,148,855	1,092,483	697,791	3.3 1,000
Families where all members belong to one social group.....	29,671,566	9,062,716	7,577,121	5,287,143	1,713,078	602,930	428,578	3.1 672
Of those, families of: office workers .....	16,463,018	6,004,598	4,906,715	3,571,036	1,285,202	430,305	305,162	3.2 448
laborers.....	5,743,290	2,020,231	2,142,969	1,311,730	217,155	39,944	11,261	3.0 157
kolkhoz workers.....	2,461,446	1,036,188	326,806	403,985	250,464	132,425	111,578	3.3 67
Families where members belong to different social groups.....	12,053,023	2,545,677	4,012,121	3,300,682	1,435,777	489,553	269,213	3.5 328
<b>Urban population</b>								
All Families.....	25,559,771	7,788,167	8,654,553	6,273,539	2,004,128	573,059	266,315	3.2 1,000
Families where all members belong to one social group.....	16,691,777	5,977,650	5,365,886	3,770,118	982,894	265,783	129,446	3.1 653
Of those, families of: office workers .....	11,609,312	4,177,531	3,659,374	2,621,487	797,093	232,769	121,058	3.1 454
laborers.....	5,032,348	1,765,972	1,896,971	1,144,071	183,688	32,219	7,427	3.0 197
Families where members belong to different social groups.....	8,867,994	1,810,517	3,088,667	2,503,421	1,021,244	307,276	136,869	3.5 347
<b>Rural population</b>								
All Families.....	11,164,818	3,820,226	2,934,689	2,314,286	1,144,717	519,424	431,476	3.4 1,000
Families where all members belong to one social group.....	7,979,789	3,085,066	2,011,235	1,517,025	730,184	337,147	299,132	3.3 715
Of those, families of: office workers .....	4,853,706	1,827,067	1,267,341	949,549	448,109	197,536	184,104	3.3 435
laborers.....	710,942	254,259	263,998	167,659	33,467	7,725	3,834	3.0 64
kolkhoz workers.....	2,413,174	1,002,783	519,583	399,691	248,468	131,743	110,906	3.3 216
Families where members belong to different social groups.....	3,185,029	735,160	923,454	797,261	414,533	182,277	132,344	3.7 285

<sup>a</sup>Continuation of the publication of the census results in VESTNIK STATISTIKI Magazine (For the beginning see No. 2, 6-12, for 1980; No. 1, 2, 4, 5, 11, 12 for 1981; No. 1, 7, 9, 10 for 1982 and No. 2, 4, 6, 7 for 1983); data on the distribution of families by their size and the social groups of family members for the USSR were published in No. 12 for 1981.

	Number of Families	Families Consisting of the Following Number of People					Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People	6 or More People		
<b>Ukrainian SSR</b>								
Urban and rural population								
All Families.....	13,431,865	4,436,171	3,939,194	3,179,662	1,231,076	4,39,349	211,413	3,3
Families where all members belong to one social group.....	8,983,366	3,494,583	2,573,413	1,947,924	642,885	216,277	106,282	3,1
Of those, families of office workers .....	5,089,261	1,838,592	1,496,851	1,197,211	378,897	117,895	58,815	3,1
Laborers.....	1,667,706	589,839	610,614	396,248	58,228	9,752	2,325	2,0
Kolkhoz workers.....	2,225,143	1,064,929	465,677	353,490	205,586	89,558	46,901	3,1
Families where members belong to different social groups.....	4,448,499	941,588	1,365,779	1,226,730	588,191	223,072	103,131	3,6
Urban population								
All Families.....	8,213,934	2,541,953	2,689,311	2,094,854	630,655	180,471	76,708	3,2
Families where all members belong to one social group.....	5,423,698	1,963,403	1,749,119	1,283,977	311,126	81,273	34,800	3,1
Of those, families of office workers .....	3,829,940	1,387,797	1,173,778	913,391	253,060	70,455	31,459	3,1
Laborers.....	1,507,572	525,347	559,917	359,096	52,288	8,818	2,106	3,0
Families where members belong to different social groups.....	2,790,256	578,550	940,192	810,879	319,529	99,198	41,908	3,5
Rural population								
All Families.....	5,217,911	1,894,210	1,249,883	1,079,806	600,421	238,878	134,705	3,3
Families where all members belong to one social group.....	3,559,668	1,531,180	824,296	663,947	331,759	135,004	73,482	3,2
Of those, families of office workers .....	1,258,321	450,793	323,073	283,820	125,837	47,440	27,356	3,3
Laborers.....	160,134	64,492	50,697	37,852	5,940	934	219	2,9
Kolkhoz workers.....	2,140,129	1,015,274	450,373	342,154	199,887	86,593	45,848	3,1
Families where members belong to different social groups.....	1,658,243	363,038	425,587	415,859	268,662	123,874	61,223	3,7

	Number of Families	Families Consisting of the Following					Living Together	Average Size of Family	Per 1000 Families
		2 People	3 People	4 People	5 People	6 People	7 or More People		
Belorussian SSR									
Urban and rural population									
All Families.....	2,527,274	806,016	737,226	635,886	232,801	78,003	39,256	3.3	1,000
Families where all members belong to one social group.....	1,772,469	648,113	502,882	411,654	137,889	47,007	24,924	3.2	701
Of those, families of office workers .....	1,012,093	342,223	287,646	254,150	86,630	27,184	14,240	3.2	601
laborers.....	344,285	106,158	128,632	94,206	12,930	1,761	398	3.1	136
kolkhoz workers.....	415,545	199,395	86,488	63,253	38,300	17,850	10,259	3.1	164
Families where members belong to different social groups.....	754,805	157,905	234,346	222,234	94,912	31,076	14,332	3.3	299
Urban population									
All Families.....	1,361,949	358,516	454,176	402,818	108,634	26,464	11,361	3.3	1,000
Families where all members belong to one social group.....	908,524	273,029	303,243	257,454	56,384	12,700	5,516	3.2	667
Of those, families of office workers .....	612,238	181,721	191,566	176,680	46,125	11,033	5,113	3.2	449
laborers.....	292,354	88,522	111,194	80,415	10,279	1,594	350	3.1	215
Families where members belong to different social groups.....	453,425	85,487	150,933	145,364	52,050	13,764	5,827	3.3	333
Rural population									
All Families.....	1,165,325	447,502	263,052	231,070	124,167	51,619	27,915	3.3	1,000
Families where all members belong to one social group.....	863,945	375,084	199,639	154,200	81,303	34,307	19,410	3.2	741
Of those, families of office workers .....	399,855	160,502	96,100	77,470	40,505	16,151	9,127	3.2	343
laborers.....	51,931	17,636	17,438	13,791	2,651	367	49	3.1	45
kolkhoz workers.....	411,815	156,706	86,061	62,918	38,132	17,781	10,217	3.1	353
Families where members belong to different social groups.....	301,390	72,416	83,413	76,870	42,862	17,312	8,505	3.6	259

	Number of Families	Families Consisting of the Following Number of People					Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People	6 People		
<b>Urban SSSR</b>								
Urban and rural population								
All Families.....	2,647,493	355,570	379,291	432,117	333,101	295,490	851,934	5.5 1,000
Families where all members belong to one social group.....	1,584,262	277,616	284,981	256,487	190,756	167,948	466,674	5.1 598
of those, families of office workers .....	901,799	158,315	137,239	143,017	109,097	96,891	257,240	5.2 340
laborers.....	280,298	60,416	66,157	69,216	35,214	22,980	26,315	4.0 106
kolkhoz workers.....	401,865	50,555	41,528	44,217	46,409	49,068	163,088	5.9 152
Families where members belong to different social groups.....	1,063,231	78,124	134,300	175,630	142,345	127,542	405,260	6.0 402
Urban population								
All Families.....	1,224,342	221,658	240,140	263,596	157,062	114,372	227,514	4.6 1,000
Families where all members belong to one social group.....	733,029	170,159	151,555	151,234	85,124	61,930	113,023	4.3 599
of those, families of office workers .....	490,166	112,573	91,752	90,759	57,510	44,919	92,653	4.5 400
laborers.....	226,163	53,373	57,808	58,519	25,388	15,260	15,615	3.8 185
Families where members belong to different social groups.....	491,313	51,499	68,595	112,358	71,938	52,442	116,491	5.1 401
Rural population								
All Families.....	1,423,151	133,912	129,161	168,521	176,039	181,118	624,420	6.2 1,000
Families where all members belong to one social group.....	851,233	107,257	93,426	105,249	105,632	106,018	333,651	5.9 598
of those, families of office workers .....	411,633	45,742	45,487	52,258	51,387	51,912	164,387	5.9 269
laborers.....	54,135	7,043	8,349	10,697	9,626	7,720	10,700	4.8 36
kolkhoz workers.....	385,371	50,419	39,573	42,286	44,603	46,326	158,364	5.9 271
Families where members belong to different social groups.....	571,918	26,655	45,715	63,272	70,407	75,100	290,769	6.8 402

	Number of Families	Families Consisting of the Following Living Together					Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People	6 People		
Kazakh SSR								
Urban and rural population								
All Families.....	3,293,878	656,654	812,999	774,914	400,605	223,195	385,511	4.1
Families where all members belong to one social group.....	2,221,364	554,938	546,934	488,815	284,057	139,203	247,397	4.0
Of those, families of office workers .....	1,621,900	405,692	368,270	343,031	191,805	111,403	201,369	4.1
Laborers.....	478,927	123,999	159,595	127,473	36,708	15,240	35,912	3.4
Kolkhoz workers.....	120,109	28,922	19,001	18,269	15,514	12,334	30,069	3.9
Families where members belong to different social groups.....	1,072,534	141,716	266,065	286,099	156,348	83,992	136,114	4.4
Urban population								
All Families.....	1,923,606	456,597	556,160	509,178	210,117	89,642	101,972	3.7
Families where all members belong to one social group.....	1,231,251	356,519	363,563	309,308	116,412	43,704	56,345	3.5
Of those, families of office workers .....	872,261	251,548	228,960	207,713	92,791	40,940	50,329	3.6
Laborers.....	376,607	103,377	134,236	101,888	23,509	7,687	5,908	3.3
Families where members belong to different social groups.....	672,355	100,078	192,597	199,370	93,705	40,958	45,627	4.0
Rural population								
All Families.....	1,370,192	240,057	254,839	265,736	190,486	133,533	283,539	4.7
Families where all members belong to one social group.....	969,993	198,419	183,371	179,007	127,645	90,499	191,052	4.6
Of those, families of office workers .....	749,709	154,364	139,310	135,318	99,014	70,663	151,060	4.6
Laborers.....	102,320	20,622	25,357	25,585	13,199	7,553	10,004	4.0
Kolkhoz workers.....	117,830	23,390	18,672	18,088	15,427	12,275	29,978	4.9
Families where members belong to different social groups.....	400,199	41,638	73,464	86,729	62,843	43,034	92,487	5.0

	Number of Families	Families People	Families People	Families People	Consisting of the Following People	Living Together	% 7 or More People	Average Size of Family	Per 1,000 Families
<b>Georgian SSR</b>									
Urban and rural population									
All Families.....	1,150,836	243,199	228,745	287,510	192,263	112,413	86,706	4.0	1,000
Families where all members belong to one social group.....	743,526	190,474	152,404	182,727	113,454	60,687	43,782	3.8	646
Of those, families of office workers .....	430,972	102,439	82,693	105,823	72,366	38,861	29,790	3.9	374
laborers.....	181,585	50,037	47,196	52,495	20,354	9,250	5,253	3.5	158
kolkhoz workers.....	130,777	37,893	22,475	25,378	20,726	13,567	11,738	3.9	114
Families where members belong to different social groups.....	407,308	52,725	76,341	104,783	78,809	51,726	42,924	4.4	354
Urban population									
All Families.....	603,874	129,403	130,556	170,874	93,245	47,653	32,143	3.9	1,000
Families where all members belong to one social group.....	395,291	101,967	89,182	110,995	54,906	24,344	13,897	3.7	655
Of those, families of office workers .....	237,205	59,605	48,223	64,479	37,025	16,902	10,971	3.8	393
laborers.....	153,742	41,386	40,581	46,065	17,358	7,288	2,862	3.5	258
Families where members belong to different social groups.....	208,583	27,436	41,374	59,879	38,339	23,309	18,246	4.3	345
Rural population									
All Families.....	546,962	113,796	98,189	116,636	99,018	64,760	54,363	4.2	1,000
Families where all members belong to one social group.....	348,237	89,507	63,222	71,732	56,548	36,343	29,885	4.0	637
Of those, families of office workers .....	193,767	42,834	34,470	41,344	35,341	21,959	17,819	4.1	355
laborers.....	25,843	8,649	6,615	6,430	2,796	962	391	3.3	47
kolkhoz workers.....	126,519	36,958	22,118	23,949	20,407	13,413	11,674	4.0	235
<b>Total different</b>	<b>1,150,836</b>	<b>25,289</b>	<b>34,967</b>	<b>44,904</b>	<b>40,470</b>	<b>28,417</b>	<b>24,678</b>	<b>4.3</b>	<b>363</b>

	Number of Families	Families Consisting of the Following Number of People Living Together						Average Size of Family	Per 1000 Families
		2 People	3 People	4 People	5 People	6 People	7 or More People		
Azerbaijan SSR									
Urban and rural population									
All Families.....	1,102,712	165,270	161,194	191,110	168,083	141,387	275,448	5.1	1,000
Families where all members belong to one social group.....	703,372	129,459	107,155	120,123	101,694	84,151	160,790	6.9	6.9
Of those, families of office workers .....	447,815	78,726	62,298	70,901	66,679	58,146	111,063	5.0	406
Laborers.....	142,817	31,393	32,517	36,976	21,856	11,684	8,391	3.9	131
Kolkhoz workers.....	111,553	19,254	11,301	12,224	13,151	14,309	41,314	5.6	101
Families where members belong to different social groups.....	399,340	35,811	54,039	70,987	66,309	57,236	114,878	5.4	362
Urban population									
All Families.....	626,961	109,435	111,311	132,899	104,110	73,852	95,334	4.5	1,000
Families where all members belong to one social group.....	404,304	85,328	74,116	83,763	63,323	43,741	54,033	4.3	645
Of those, families of office workers .....	274,364	56,111	43,350	49,877	44,160	33,860	47,006	4.6	626
Laborers.....	126,877	28,358	30,489	33,554	18,883	9,468	6,123	3.8	202
Families where members belong to different social groups.....	222,657	24,107	37,715	49,136	40,787	30,111	41,301	4.9	355
Rural population									
All Families.....	475,751	55,835	49,463	58,211	63,973	67,535	180,334	5.8	1,000
Families where all members belong to one social group.....	299,068	44,131	33,039	36,360	36,371	40,410	106,757	5.6	629
Of those, families of office workers .....	173,451	22,615	18,968	21,026	22,519	24,266	64,059	5.7	365
Laborers.....	16,940	3,035	3,028	3,422	2,971	2,216	2,268	4.4	36
Kolkhoz workers.....	108,577	16,414	11,028	11,904	12,801	13,928	40,422	5.6	228
Families where members belong to different social groups.....	176,683	11,704	16,824	21,851	25,602	27,125	73,577	6.1	371

	Number of Families	Families Consisting of the Following Living Together				Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 or More People		
<b>Lithuanian SSR</b>							
Urban and rural population							
All Families.....	901,044	286,928	262,989	228,594	82,117	26,357	14,059
Families where all members belong to one social group.....	651,379	238,020	182,816	152,401	51,590	16,917	9,635
Of those, families of office workers.....	361,917	133,447	107,613	92,209	32,370	10,563	5,715
Laborers.....	123,235	37,430	44,400	35,329	5,212	689	175
Kolkhoz workers.....	146,103	67,035	30,795	24,855	14,008	5,665	3,745
Families where members belong to different social groups.....	249,665	48,908	60,173	76,193	30,527	9,440	4,424
Urban population							
All Families.....	533,425	151,754	172,229	151,348	43,801	11,458	6,735
Families where all members belong to one social group.....	366,458	119,714	116,161	97,414	26,236	6,111	2,602
Of those, families of office workers.....	256,447	85,570	76,885	66,110	19,895	5,555	2,432
Laborers.....	108,352	32,806	39,320	31,197	9,320	5,847	162
Families where members belong to different social groups.....	168,967	32,040	55,848	53,954	19,645	5,347	2,133
Rural population							
All Families.....	365,619	135,174	90,760	77,226	38,236	14,899	9,324
Families where all members belong to one social group.....	284,921	118,306	66,435	54,907	27,354	10,806	7,033
Of those, families of office workers.....	125,470	47,877	30,728	26,099	12,475	5,008	3,283
Laborers.....	14,883	6,624	5,080	4,132	892	142	13
Kolkhoz workers.....	144,500	65,745	30,623	24,752	13,967	5,656	3,737
Families where members belong to different social groups.....	80,698	16,868	24,325	22,239	10,882	4,093	2,291

	Number of Families	2 Families People	3 Families People	4 Families People	5 Families People	6 Families People	7 Families People	8 Families People	Average Size of Family	Per 1,000 Families
<b>Moldavian SSR</b>										
Urban and rural population										
All Families.....	1,024,397	315,270	289,027	236,823	101,266	44,298	37,713	3,4	1,000	
Families where all members belong to one social group.....	723,427	255,429	194,775	154,054	63,931	28,907	26,331	3,3	706	
Of those, families of office workers .....	383,625	123,007	104,785	86,461	37,429	16,796	15,127	3,4	375	
Laborers.....	112,815	37,282	42,302	23,445	4,136	503	167	3,0	110	
Kolkhoz workers.....	226,633	94,976	47,655	39,079	22,327	11,582	11,014	3,3	221	
Families where members belong to different social groups.....	300,970	59,841	94,252	82,769	37,335	15,391	11,382	3,7	294	
Urban population										
All Families.....	399,857	120,031	136,193	101,008	28,451	8,770	5,404	3,2	1,000	
Families where all members belong to one social group.....	268,596	92,768	89,533	63,993	15,166	4,343	2,793	3,1	672	
Of those, families of office workers .....	171,145	59,039	53,460	40,753	11,764	3,712	2,417	3,2	428	
Laborers.....	90,653	30,520	34,817	22,094	2,784	358	80	3,0	227	
Families where members belong to different social groups.....	131,261	27,263	46,660	37,015	13,285	4,427	2,611	3,5	328	
Rural population										
All Families.....	626,340	195,239	152,834	135,815	72,815	35,528	32,309	3,6	1,000	
Families where all members belong to one social group.....	454,831	162,661	105,242	90,061	48,765	24,564	23,538	3,5	728	
Of those, families of office workers .....	212,480	63,968	51,325	45,728	25,665	13,084	12,710	3,6	360	
Laborers.....	22,182	6,762	7,485	6,351	1,352	145	87	3,1	36	
Kolkhoz workers.....	219,990	91,823	46,415	37,965	21,730	11,326	10,731	3,3	352	
Families where members belong to different social groups.....	169,709	52,578	47,592	45,734	24,050	10,964	8,771	3,6	272	

	Number of Families	Families Consisting of the Following Number of People					Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People	6 or more People		
<b>Larvian SSR</b>								
Urban and rural population								
All Families.....	685,137	250,061	217,261	149,647	49,315	13,413	6,440	3.1
Families where all members belong to one social group.....	463,385	195,625	139,806	90,407	26,354	7,238	3,955	3.0
of those, families of office workers .....	286,310	120,927	85,032	55,856	17,159	4,874	2,562	3.0
laborers.....	110,667	43,223	39,910	23,078	5,936	1,846	2.9	418
kolkhoz workers.....	66,312	31,493	14,952	11,473	5,355	1,828	1,209	161
Families where members belong to different social groups.....	221,752	54,436	77,455	59,240	21,961	6,175	2,485	97
Urban population								
All Families.....	467,280	162,816	159,001	105,041	30,085	7,375	2,962	3.1
Families where all members belong to one social group.....	302,484	123,264	99,557	60,804	16,378	3,208	1,373	2.9
of those, families of office workers .....	202,758	84,214	63,670	40,159	10,779	2,720	1,216	3.0
laborers.....	97,613	38,002	35,467	20,358	3,366	467	153	434
Families where members belong to different social groups.....	164,796	39,532	59,444	44,237	15,907	4,167	1,589	2.9
Rural population								
All Families.....	217,857	87,245	58,260	44,606	18,230	6,038	3,478	3.1
Families where all members belong to one social group.....	160,901	72,361	40,249	29,603	12,076	4,030	2,582	3.0
of those, families of office workers .....	63,552	36,613	21,362	15,697	6,360	2,154	1,346	739
laborers.....	12,854	5,221	4,343	2,720	470	69	31	364
kolkhoz workers.....	64,459	30,495	14,540	11,186	5,226	1,607	1,205	59
Families where members belong to different social groups.....	56,956	14,884	18,011	15,003	6,154	2,008	806	3.0
								261

	Number of Families	2 Families People	3 Families People	4 Families People	5 Families People	6 Families People	7 or more Families People	Average size of Family	Per 1,000 Families
<b>Kirghiz SSR</b>									
Urban and rural population									
All Families.....	702,678	131,866	141,060	137,624	86,135	61,415	142,358	4.6	1,000
Families where all members belong to one social group.....	439,760	103,400	99,364	84,657	52,912	37,578	86,849	4.5	654
Of those, families of office workers.....	288,387	66,227	57,645	52,112	34,086	23,605	50,712	4.5	410
laborers.....	86,365	21,658	25,281	21,377	8,552	9,680	4,737	3.6	123
kolkhoz workers.....	89,924	15,487	11,434	11,152	10,173	9,284	27,344	5.3	121
Families where members belong to different social groups.....	242,918	28,466	46,716	53,167	35,223	23,837	55,509	5.0	346
Urban population									
All Families.....	306,285	73,742	80,257	73,218	35,722	17,947	25,399	3.8	1,000
Families where all members belong to one social group.....	197,597	56,714	52,199	43,352	19,782	10,180	15,370	3.7	645
Of those, families of office workers.....	133,899	39,061	32,038	27,297	14,453	7,745	13,305	3.8	437
laborers.....	61,996	17,035	19,890	15,798	5,134	2,303	1,726	3.4	202
Families where members belong to different social groups.....	108,686	17,026	28,056	29,866	15,940	7,767	10,029	4.1	355
Rural population									
All Families.....	396,393	56,124	60,823	64,606	52,413	43,468	116,959	5.3	1,000
Families where all members belong to one social group.....	262,163	46,636	42,165	41,305	35,130	27,398	71,479	5.1	661
Of those, families of office workers.....	154,489	27,166	25,607	24,815	19,633	15,860	41,407	5.0	389
laborers.....	24,499	4,623	5,391	5,579	3,518	2,377	3,011	4.2	62
kolkhoz workers.....	83,143	16,863	11,163	10,904	9,978	9,156	27,059	5.4	210
Families where members belong to different social groups.....	134,230	11,438	18,658	23,301	19,263	16,070	45,480	5.7	339

	Number of Families	Families consisting of the following living together				Average Size of Family	Per 1000 Families
		2 People	3 People	4 People	5 or more People		
<b>TOTAL USSR</b>							
Urban and rural population							
All Families.....	636,402	83,108	89,695	95,936	75,704	66,065	225,616
Families where all members belong to one social group.....							
Of those, families of office workers .....	64,517	58,083	57,791	44,383	39,517	125,998	5.4
office workers .....	36,406	31,565	31,376	25,285	23,129	74,032	5.5
laborers.....	15,825	16,947	15,584	7,340	4,027	5,819	3.9
kolkhoz workers.....	12,256	9,559	10,821	11,758	12,357	46,146	6.2
Families where members belong to different social groups.....	246,113	18,589	31,612	38,205	31,321	26,568	99,818
Urban population							
All Families.....	265,978	53,648	57,559	56,782	32,331	20,154	45,504
Families where all members belong to one social group.....							
Of those, families of office workers .....	41,414	36,637	35,440	18,195	12,225	27,476	4.3
office workers .....	112,137	26,593	21,172	19,469	12,237	9,241	23,425
laborers.....	14,318	15,251	13,776	5,632	2,878	3,767	3.7
Families where members belong to different social groups.....	96,591	12,234	20,922	23,342	14,136	7,929	16,028
Rural population							
All Families.....	370,424	29,458	32,136	39,214	43,373	45,931	180,312
Families where all members belong to one social group.....							
Of those, families of office workers .....	23,103	21,446	24,351	26,188	27,292	98,522	6.2
office workers .....	9,813	10,393	11,909	13,048	13,888	50,607	6.3
laborers.....	1,507	1,696	1,908	1,508	1,169	2,052	4.8
kolkhoz workers.....	11,783	9,357	10,630	11,632	12,251	45,862	6.2
Families where members belong to different social groups.....	169,522	6,355	10,690	14,863	17,185	16,639	81,790

	Number of Families	Families Consisting of the Following Number of People				Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People		
<b>Armenian SSR</b>							
Urban and rural population							
All Families.....	609,372	74,471	85,267	140,926	125,329	91,462	91,917
Families where all members belong to one social group.....	402,067	61,003	61,026	96,906	81,353	55,308	52,471
Of those, families of: office workers .....	275,749	37,696	37,000	59,522	58,017	42,561	40,953
laborers.....	96,415	17,063	20,037	32,102	17,155	7,112	2,946
kolkhoz workers.....	35,867	6,228	3,977	5,278	6,177	5,635	8,572
Families where members belong to different social groups.....	201,305	13,468	24,241	44,020	43,976	36,154	39,446
Urban population							
All Families.....	415,229	52,665	63,181	108,886	88,266	58,036	44,195
Families where all members belong to one social group.....	277,150	43,022	45,413	75,335	56,933	34,009	22,438
Of those, families of: office workers .....	188,374	27,206	26,977	45,419	41,351	27,583	19,838
laborers.....	87,706	15,419	18,312	29,779	15,474	6,265	2,457
Families where members belong to different social groups.....	138,079	9,643	17,768	33,551	31,333	24,027	21,757
Rural population							
All Families.....	194,143	21,806	22,736	32,040	37,063	33,426	47,722
Families where all members belong to one social group.....	130,917	17,981	15,613	21,571	20,420	21,299	30,033
Of those, families of: office workers .....	87,375	10,490	10,023	14,103	16,666	14,978	21,115
laborers.....	8,709	1,644	1,725	2,323	1,681	847	489
kolkhoz workers.....	34,821	5,839	3,861	5,145	6,073	5,474	8,429
Families where members belong to different social groups.....	63,226	3,825	6,473	10,469	12,643	12,127	17,689

	Number of Families	2 Families People	3 Families People	4 Families People	5 Families People	6 Families People	7 or more Families People	Average Size of Family	Per 1000 Families
Turkmen SSR									
Urban and rural population									
All Families.....	475,111	65,753	72,969	76,804	56,876	48,790	153,913	5.5	1,000
Families where all members belong to one social group.....	296,354	51,341	48,115	46,544	33,961	28,890	87,503	5.2	624
Of those, families of: office workers .....	136,622	27,681	23,001	21,718	16,144	12,829	35,249	4.9	288
laborers.....	55,966	12,676	15,447	13,844	5,759	3,657	4,583	3.8	118
kolkhoz workers.....	103,678	10,961	9,660	10,963	12,047	12,393	47,654	6.3	218
Families where members belong to different social groups.....	178,757	14,412	24,854	30,260	22,915	19,906	66,410	5.9	376
Urban population									
All Families.....	257,336	47,407	52,940	52,961	31,333	21,872	50,823	4.6	1,000
Families where all members belong to one social group.....	160,285	36,421	34,047	30,931	17,701	12,737	28,448	4.4	623
Of those, families of: office workers .....	108,391	24,186	19,440	18,139	12,557	9,600	24,469	4.7	421
laborers.....	50,691	11,911	14,465	12,661	5,033	3,013	3,608	3.8	197
Families where members belong to different social groups.....	97,051	10,986	18,893	22,030	13,632	9,135	22,375	5.0	377
Rural population									
All Families.....	217,775	18,346	20,029	23,843	25,543	26,924	103,090	6.5	1,000
Families where all members belong to one social group.....	136,069	14,920	14,068	15,613	16,260	16,153	59,055	6.2	625
Of those, families of: office workers .....	28,231	3,495	3,561	3,579	3,587	3,229	10,780	5.8	140
laborers.....	5,275	765	982	1,183	726	644	975	4.7	74
kolkhoz workers.....	102,558	10,656	9,525	10,850	11,947	12,280	47,300	6.3	471
Families where members belong to different social groups.....	81,706	3,426	5,961	8,230	9,283	10,771	44,035	7.0	375

	Number of Families	Families Consisting of the Following Living Together				Average Size of Family	Per 1,000 Families
		2 People	3 People	4 People	5 People	6 People	7 or More People
Estonian SSR							
Urban and rural population							
All Families.....	394,425	144,795	121,672	90,845	26,984	6,917	3,212
Families where all members belong to one social group.....	266,524	112,564	78,148	55,245	14,936	3,728	1,903
Of those, families of: office workers .....	122,798	73,724	49,613	35,052	10,389	2,662	1,358
laborers.....	67,834	25,912	23,207	15,620	2,659	328	108
kolkhoz workers.....	25,778	12,850	5,304	4,565	1,884	738	437
Families where members belong to different social groups.....	127,901	32,231	43,524	35,600	12,048	3,189	1,309
Urban population							
All Families.....	278,224	96,437	91,960	66,687	17,542	3,992	1,606
Families where all members belong to one social group.....	183,318	73,679	58,440	39,717	8,841	1,852	789
Of those, families of: office workers .....	124,129	50,801	37,984	26,346	6,730	1,575	693
laborers.....	58,512	22,486	20,292	13,266	2,107	265	96
Families where members belong to different social groups.....	94,906	22,758	33,520	26,970	8,701	2,140	817
Rural population							
All Families.....	116,201	48,358	29,712	24,158	9,442	2,925	1,606
Families where all members belong to one social group.....	83,206	38,885	19,708	15,528	6,095	1,876	1,114
Of those, families of: office workers .....	48,669	22,923	11,629	8,706	3,659	1,087	665
laborers.....	9,322	3,426	2,915	2,354	552	63	12
kolkhoz workers.....	25,121	12,470	5,148	4,460	1,880	726	437
Families where members belong to different social groups.....	32,995	9,473	10,004	8,630	3,347	1,049	492

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